



Navy League Guidance 2024-2025

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NATIONAL PRESIDENT'S STATEMENT

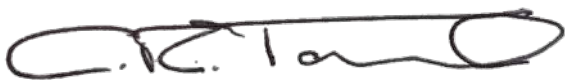
The Navy League of the United States (NLUS) is as strong now as it has ever been in our organization's 121-year history. Many foundational changes and improvements have been instituted in recent years that have moved the Navy League to this position of strength. We now enjoy an exceptional Headquarters staff that professionally executes the business of the Navy League, while our improved governance model allows for timely and astute decision making by our Navy League Board and Executive Committee. As an organization, we need to seize the opportunities that this rock-solid foundation presents, focus on strengthening our local councils, growing the organization while we attempt to attract a younger and more diverse membership, and launching the Navy League to the next level as the nation's premier military service organization (MSO) and further establish the NLUS as the preeminent sea service support association in the world.

Our mission is pure — Educate the American public about our sea services and that the United States is a maritime nation that critically needs a strong maritime force; Advocate locally and on Capitol Hill for the requirements and needs of our sea services; and Support sea service members and their families, including maritime youth programs — the U.S. Naval Sea Cadet Corps; Navy, Marine Corps, and Coast Guard JROTC; and the Young Marines. We have a dedicated and extremely hard-working membership to execute this

mission. If our councils create and maintain an enjoyable and meaningful environment for our members while they perform the Navy League mission, others will want to join and be a part of this great team.

Our councils are the backbone of the Navy League — they are where our mission meets the road. We must continuously focus on their strength and viability. Many councils suffered during the pandemic and now require assistance to revitalize them to previous levels. Across our network, the health of our NLUS councils has reached a critical point and must be addressed with great urgency. This will require an all-hands-on deck approach, with significant attention from the regional and national level. This is essential for the Navy League and must be our greatest priority as an organization. We have introduced "Project Phoenix" to address this problem and we must mobilize across the Navy League to "Bring once-great councils back from the ashes!"

I am humbled to have been presented with the opportunity to lead this incredible organization and very excited about what lies ahead for this great team. Please read the following Navy League 2024–2025 guidance in detail. As we continue to improve the organization, these will be our guiding principles. Please utilize them at the local level to strengthen and guide your councils as we all sail together towards our common purpose. Thank you for your dedication and hard work!



Christopher "Towny" Townsend
52nd National President

ORIENTATION AND INTENT

The Navy League of the United States (NLUS) should always concentrate its efforts to better enable our members in the field to carry out the mission of the organization. That premise resulted in the original Navy League Guidance a few years ago. The process and resulting document were from the beginning designed by the field, for the field. The intent of this Navy League 2024-2025 Guidance is to continue building on this strategic initiative. We will continuously listen to our membership and take input from the field as we focus on the areas that currently require the most attention during this period. All of this will be included in future guidance as we continue to improve our organization, operation, and strengthen our local councils.

PRIORITY FOCUS AREAS

1. Navy League Mission: Educate, Advocate, and Support
2. Communication
3. Membership Recruitment and Retention
4. Council Revitalization
5. Council Success
6. Developing Future Leaders
7. Supporting Youth Programs/Sea Cadets
8. Organizational Diversity

We recognize these focus priorities are not all-encompassing and there are other areas that also require attention. However, we have learned from our past that when everything is a priority, nothing is a priority. Therefore, this strategic guidance is not long and overly comprehensive, but it is concise, easily absorbed and executable by every member of the Navy League.

National headquarters' primary mission is to support

our members in the field. In doing so, national headquarters has developed a separate Headquarters' Annual Strategic Plan in parallel that will fully support the focus areas within this guidance and the other requirements necessary to support our membership. Our Navy League members have stepped up to support our sea services at a time of increasing threat to the United States and to our people serving on the seas. They deserve the highest levels of support from our headquarters staff and organization.

NAVY LEAGUE'S MISSION: EDUCATE, ADVOCATE, AND SUPPORT

General Overview

The three pillars of the Navy League's critical mission are not mutually exclusive — they overlap, underpin and reinforce one another to form an effective and all-encompassing program for citizen action in service to the nation's maritime forces. It is imperative that we see each pillar as dependent on the others rather than being autonomous and separate.

Education: The United States of America is a maritime nation. Strong sea services are essential to this country and the Navy League must constantly educate and inform the public about our sea services and the needs of the services, our service members, and their families. Our educational efforts promote the value, critical importance, and contributions of the sea services. These efforts lay the foundation for specific advocacy efforts by providing our members with the background, context, and current strategic environment of our sea services. This allows our members to articulate the maritime challenges facing America

clearly and accurately while reinforcing the necessity of our mission. NLUS's educational products and tools provide exposure to our sea services and current maritime issues for the public who may have little contact with them and little understanding of the work they do or the opportunities that they provide.

NLUS educational tools:

The Center for Maritime Strategy (CMS): Launched in January 2022, the CMS has quickly established itself as the world's preeminent maritime think tank. With a team of brilliant naval minds, the CMS educates the public about the full spectrum of maritime matters through a variety of mediums — podcasts, published positions, interviews on mainstream media and various speaking engagements. The Center for Maritime Strategy has rapidly enhanced the credibility and stature of our Navy League on the global stage.

Seapower Magazine: With a circulation of over 40,000, Seapower magazine provides Navy League members, active-duty military, Congress and the maritime industry with relevant and up-to-date news about our maritime services and NLUS activities, both at the council and national level. The magazine is the main educational outreach tool of the Navy League and provides its members and the public with meaningful information on our sea services and their latest needs.

Navy League Learns webinars: This important initiative provides a virtual platform so Navy League members and those that care about the sea services can get free access to thought leaders and decision makers in the maritime community.

Sea-Air-Space Conference: As the Navy League's premier annual event, Sea-Air-Space is an extremely well attended global maritime exposition that brings active-duty leadership from our maritime services, industry partners and the public together in a highly impressive and authoritative forum. This conference highlights the status of our sea services and their emerging requirements. It also allows an open dialogue between the services and their industry partners,



Our Navy League members have stepped up to support our sea services at a time of increasing threat to the United States and to our people serving on the seas.

while highlighting the capabilities and products provided by the many companies exhibiting on the show floor. Sea-Air-Space provides tremendous exposure to our NLUS educational efforts, ranging from the many highly informative panel discussions hosted at the event to our growing youth STEM (science, technology, engineering, and mathematics) event and beyond.

Special Topic Breakfast series: Held monthly at the Navy League headquarters building, these highly attended corporate member benefit events provide an avenue for education and networking for the sea services industry and leadership in the Washington, D.C. area. Senior sea service leadership and other esteemed guest speakers highlight each Special Topic Breakfast.

Educators at Sea program: As a means of ensuring that every region of the country has exposure to the many opportunities afforded by our sea services, the Educators at Sea program provides opportunities for teachers, principals, and guidance counselors to spend time aboard U.S. naval vessels to better understand how their students might benefit by seeking a career in the sea services. These experiences and the knowledge gained are taken back to their schools and classrooms and communicated directly to their students, hopefully stimulating interest in career opportunities in the sea services and our U.S. maritime industry.

Council educational efforts:

Council meeting speakers: Local Navy League councils routinely invite active-duty and retired sea service members, or other subject matter experts, to speak at their council meetings on matters pertinent to the sea services and maritime industry.

Community Council events: Local events hosted by our councils provide a great deal of maritime exposure and education to the public. From Fleet Weeks hosted by NLUS councils around the country to individual council events held in the community, these all provide important maritime exposure to the local public and enhance their appreciation and knowledge about the sea services and our Navy League.

Advocacy: Our Legislative Affairs program is a vehicle through which member efforts can be channeled

into direct advocacy in support of the most pressing needs of the sea services. The Navy League's Maritime Policy document is developed and published biannually and highlights the current and most urgent needs and priorities of our sea services. This Maritime Policy document serves as our North Star and guides our advocacy efforts and priorities.

The core intent of our Navy League Legislative Affairs efforts is to simplify legislative advocacy for our members, both in terms of providing clear policy solutions to complex maritime challenges and to ensure that every volunteer action is made as easy and user-friendly as possible. The supplemental intent is to coordinate volunteer actions in a manner that provides maximum impact on congressional decision-making, leveraging a passionate volunteer base into a formidable grassroots movement and voice. The means by which we conduct advocacy operations are as follows:

Voice to Congress campaigns: Utilizing the Quorum software platform, we can provide the easiest possible method for volunteers to contact their member of Congress about a particular issue. Voice to Congress campaigns offer prewritten and targeted emails that identify a volunteer's elected officials based on their login information. With the click of a button, they can send a form-based email to multiple officials based on the parameters set in the program.

Direct meetings with members of Congress: The core of legislative affairs training is focused on presenting sea service issues and needs directly to members of Congress, building and maintaining relationships with members of Congress, and aiding congressional offices by helping with academy board selections.

Congressional events: We support multiple committees, most notably committees supporting sea power. It should be noted that congressional events are different from direct advocacy. We do not present our "asks" during these events. Congressional events such as the Navy League's Shipbuilding Breakfast are beneficial to our efforts in the sense that influential speakers can discuss our general issues, while our team gets to interact with the members of Congress in attendance.

Biennial Congressional Fly-In: The Congressional Fly-In not only galvanizes our volunteer base, but it also provides the greatest number of meetings in the shortest span of time as our Navy League members walk the halls of Congress and meet with elected representatives and their staffs while presenting our Maritime Policy and highlighting our Navy League priorities. This broadcasts the Navy League name and our primary asks for the sea services across both chambers of Congress, and hopefully that message resonates in subsequent budget hearings.

Support: Our support operations provide the most direct Navy League mission impact, connecting our members with sea service members and their families in an impactful and tangible manner. These efforts provide a clear and quantifiable metric to measure the benefits our councils provide to the sea services. Our members experience and directly witness the results of their actions and, therefore, council support activities are crucial to member motivation, morale and engagement at the local level. While each council conducts and provides different support activities to our sea services dependent on their individual size, location and resources, all can contribute in some manner or capacity. These efforts can be divided into the following categories:

Youth programs: Council support of local youth programs, both financially and directly, positively impacts the next generation of our sea services. Our local councils primarily support Sea Cadet units, but also local NJROTC, MCJROTC, CGJROTC, Young Marines and other youth programs to ensure young people have exposure to the opportunities provided by service in our nation's maritime services, while immediately benefitting from exposure to military order and discipline, core values, physical fitness, leadership and exciting training opportunities across the United States and internationally.

Science, Technology, Engineering, and Mathematics (STEM) programs, grants, and scholarships: STEM programs at the national level and local NLUS councils provide critical STEM exposure and grants to America's youth. These programs include CYBER Camps, Sea Perch programs and Aviation

Exposure programs, to name a few, and create interest in critical areas needed for our nation's future. Educational scholarships are awarded annually across the country by our local councils based on superior academic performance and need, providing critical educational opportunities to our nation's young women and men that they may not have otherwise without the Navy League.

Award ceremonies, ship commissionings, maritime service birthday balls: Local councils present superior performance awards to service members and youth program members, host and raise money for high-visibility ship commissionings in their communities and host sea service birthday balls. These events strengthen the relationships between our councils and supported units while building esprit de corps and camaraderie between our sea services members, their families and the local community.

Unit adoptions: Local councils adopt bases, ships, squadrons and reserve centers and directly support our sea services members and their families in a variety of ways: from hosting unit picnics and Christmas parties; providing support for families of deployed ships and units; to recognizing the superior performance of unit service members, Navy League councils around the globe are providing greatly appreciated support to our sea service members and their families while motivating all involved to join our organization.

Port visits support: Many service members' first exposure to the Navy League was during ship port visits around the world. Having the local Navy League council host a welcome party or BBQ for the crew or sponsor crewmembers at local events during their port visit leaves a welcome and lasting positive impression on service members about the Navy League of the United States. These valuable experiences are provided by our many international NLUS councils around the globe.

Naval Services Family Line: Naval Services Family Line is a volunteer, non-profit organization dedicated to serving naval spouses around the world.

Their network of experienced, trained volunteer spouses allows them to mentor, consult and guide families in the Navy. Their mission is to empower Navy families to meet the challenges of a military lifestyle.

“Every leader must remember this organization and its mission have been in existence for generations and we will continue to grow and thrive for generations to come.”

Member and Council Guidance

Develop

Navy League councils should strive to execute the three pillars of the Navy League’s mission while continuously seeking new ideas and opportunities to improve on Navy League mission accomplishment. Lessons learned and best practices from our most successful councils about their impactful events should be shared and communicated throughout our organization. Our councils most in need of improved operations should learn from these successes and adopt these lessons learned to enhance their council and member experiences.

Our councils should strive to constantly improve, modernize and overhaul their processes to optimize their execution of the three NLUS mission pillars based on each council’s unique circumstances and abilities. Any opportunities to grow the council and attract new members, bolster sea service and youth program support operations, disseminate increased educational materials to the local community, improve legislative advocacy efforts and improve the fiscal health of the council must be continuously considered, shared and implemented where appropriate. The three pillars of our mission will never change, but the methods for executing them are constantly evolving and improving.

Motivate

As the three pillars are implemented and evolved, every member’s potential must be realized through motivation. We must ensure that every member of the council understands the importance of their work. They are part of something much larger than themselves and even much larger than their councils: They are true patriots and defenders of the American way of life. This foundational premise has provided a sense of purpose for the last 121 years, and it should not be lost to any of our current members. We all face an era of great power competition in which the future of our nation will be determined to a substantial extent by the strength and capabilities of our sea services.

Perpetuate

We want to instill a long-term mindset in our Navy League leaders. Every leader must remember this organization and its mission have been in existence for generations and we will continue to grow and

thrive for generations to come. These three pillars have always served as our guiding light, but their implementation has changed over time. Leaders are encouraged to consider the needs of their councils and regions far beyond their own tenure. Identification and development of future council leaders and astute leadership succession planning is critical to the extended viability of our councils.

Councils should continuously consider each of these three pillars and evaluate the council's ability to achieve mission execution in the years to come. Identify weaknesses or areas for improvement. Work with your area and region leadership and headquarters staff to develop a long-term plan for overcoming deficiencies and to promote continuous improvement to ensure your council can achieve our Navy League mission long into the future.

COMMUNICATION

General Overview

Even in the very best of organizations, communication can be challenging. Consistent messaging that is delivering the right information at the right time is key to our communication efforts. Whether it be between our councils sharing best practices, from volunteer leadership throughout the many tiers of our organization, or between headquarters and the field, effective communication is vital to our Navy League's overall success.

Member Guidance

Building on the precedent set by the original 2020 National President's Guidance, it is important we strive to maintain the sequence of communication that was originally outlined. It is important that information flows both from the top down and bottom up throughout the appropriate organizational structure. For example, a council issue that concerns the national level should be initially conveyed to their region president, who then informs our headquarters staff and national president, ensuring all parties are working in lockstep to properly relay information as required, keeping members and leadership informed at all levels.

In effect, following the "chain of command."

Keeping all members of the Navy League well-informed is each of our responsibilities and will benefit our organization. Below are details on tools and various methods we utilize to foster effective Navy League communication.

Tools and Methods of Navy League communication:

Seapower magazine: Our high-quality monthly publication that articulates sea service news and the message of the Navy League. It is also useful for sharing council-, region- and committee-level information. Email communications@navyleague.org to submit information and remarks.

Seapower website: Useful for informing councils of sea services news and Navy League information.

Navy League social media sites: Useful for sharing council-related news to our members and those interested in our mission. Email communications@navyleague.org to submit content.

Connections newsletter: Used to share general information on deadlines and upcoming events from headquarters to all Navy League members.

Navy League website

Navy League Guidance

Headquarters' Annual Report

Region presidents (RPs) committee meetings: Monthly meeting of all the RPs, NLUS CEO and the National President to discuss important field matters relayed to the region presidents by area and council presidents.

Executive Committee meetings: Monthly meetings of the Executive Committee to keep advised of critical Navy League information and to make important tactical decisions for the organization.

National Convention: Annual multi-day educational member event held in different locations around the country to discuss important matters of the organization and to exchange ideas and best practices between council leaders. Navy League leadership is elected at the convention and Executive Committee and Navy League

Board business is conducted during the Convention.

Navy League Board meetings: Two meetings are held annually, the first at the National Convention and then also at the National Headquarters building in the fall to discuss and debate critical matters of the Navy League.

MEMBERSHIP RECRUITMENT AND RETENTION

General Overview

Membership is the lifeblood of the Navy League and must always remain an organizational top priority. If the organization does not put continued focus on recruitment and retention, the future of our institution is at significant risk. This requires a multi-pronged approach. The Navy League headquarters staff will play a critical role in this effort, utilizing digital media to highlight membership in the Navy League, but ultimately the local council experience and local recruiting efforts are the most effective aspects of attracting and, more importantly, retaining new Navy League members. We must, as an organization, continuously pursue younger and more diverse new members to join our ranks. The Navy League needs to continue to refine our digital marketing that sends a clear message about the organization's mission and the vital importance of supporting our sea services that will appeal and attract a younger, more diverse demographic to join the NLUS.

Focusing on local council health and strength plays a large part in the recruitment and retention of new members. Strong local councils that host enjoyable events and programs will naturally attract new members and keep them engaged and excited about the Navy League mission. This has become a major priority for the organization and the motivation behind "Project Phoenix." We have already made significant progress in this area and have energized our region leadership to work aggressively and proactively with their councils to enhance their leadership teams and the local council operations and activities. It is time to stop shutting down and merging struggling councils and instead get behind them at all levels of the Navy

League to make councils strong and viable again with motivated leadership teams in place focused on improving and growing their councils. Having a network of healthy and robust Navy League councils across the United States and abroad is the primary way to grow the organization.

Recently, restrictive language prohibiting active-duty service members from joining the Navy League was removed from our bylaws. The NLUS was the only MSO that did not allow active-duty members to join its organization. This change presents an incredible opportunity to grow the Navy League's ranks and influence, but only if this change is intelligently and effectively implemented. A successful active-duty membership rollout plan is being carefully studied, discussed and executed, optimizing our limited resources to ensure we maximize the promotion and effectiveness of this critical change in our organization. It is our hope that early introduction of the Navy League organization to our service members will not only gain their participation while in uniform, but, more importantly, once the service member transitions out of the military.

Member Guidance

Collaboration

Develop a two-part collaborative strategy for marketing and soliciting new members:

Headquarters will serve as the resource provider for national marketing campaigns. More specifically, marketing campaigns need to be developed for programs, such as active duty, military spouse, diversity, and standard membership, for example. Digital marketing methods need to be optimized to maximize the reach and effectiveness of the messaging within our limited resources.

The most effective new member recruitment occurs at the local councils. Members should serve as face-to-face recruiters in their local communities who make contact, convince people to join the Navy League and their local council, and complete the onboarding process with new members. Councils should always focus on member retention by constantly engaging their

members through council communications and meaningful fun local council activities while executing the Navy League mission.

Best Practices

To assist in improving recruitment and retention, region presidents should ask councils that have successful programs to provide an outline of what they are doing successfully in these areas, so it can be shared across the Navy League.

If this initiative is to be successful, it will require a reasonable amount of information sharing, interaction and recommendations by the region presidents.

We have created a members-only Facebook group where much of this information can be shared between councils and members.

Sense of Purpose

Retention and engagement squarely rest on individual councils and their ability to connect with council members through meaningful activities that provide them with a sense of purpose. Getting your local membership engaged in local council activities is the best way to develop future council leaders and to grow your local council.

Councils should network and connect with other councils that are successful in membership recruitment and retention and learn from their successes and best practices.

A well-designed leadership succession and leadership development program is critical for member retention. Getting people engaged and involved in council operations will grow their connection to the council and the Navy League. This is a great way to recognize future council leaders and identify those ready for greater responsibilities.

“Without strong, viable councils, it is not possible to carry out the mission of the Navy League.”

COUNCIL SUCCESS

General Overview

Again, our Navy League local councils are the backbone of our organization and where the Navy League mission meets the road. Without strong, viable councils, it is not possible to carry out the mission of the Navy League. Successful councils depend on dynamic and strategic leadership of the council, those with the ability to balance vision and execution, with leaders that are highly effective with current council operations, while maintaining a longer-term strategy for continued council success and growth. Again, astute leadership succession planning and leadership development are critical to long-term council success.

“We encourage exploring, expanding and seizing opportunities where Navy League councils can support the development of America’s youth.”

Member Guidance

The leadership of each council must take responsibility and accountability for the viability of their council. Navy League councils operate with a great deal of independence and autonomy. Each council is different, but each council should find an aspect of their local area (geography, maritime and military presence, local industry, etc.) to anchor their council and leverage that aspect to ensure the growth and success of that council. Longer-term strategic planning should guide the development and growth of the council.

Region presidents (RPs) play a critical role for the local councils. Highly effective RPs should proactively engage with their region’s council leadership teams to ensure each council is reaching its full potential and work with them on council challenges and future development.

Should a council have challenges in a specific area, they should reach out to their region leadership, who should work directly with the council for a solution or facilitate information sharing with another council that has overcome a similar problem. Every attempt should be made to resolve these challenges at the area or regional level. Once all local efforts have been exhausted, the RP should reach out for headquarters and senior volunteer leader assistance.

Highly effective council leadership should be identified and considered to fill area leadership rolls once complete with their terms locally. Those leaders that excel in their area roles should be developed to eventually become the subsequent region president.

DEVELOPING FUTURE LEADERS

General Overview

No organization can be successful without good leaders. It is important to recognize future talent early and provide these individuals with opportunities to grow and develop into senior leaders of the Navy League. The most effective senior Navy League leaders have worked their way through the organization and have a critical understanding of the many aspects that make our Navy League function at the highest level.

Member Guidance

The Navy League provides a leadership development program that assists in identifying, mentoring and training individual council members for future council leadership roles. The council leadership training program hosts monthly seminars that focus on council successes and best practices, while motivating, mentoring and training our

membership to assume more significant responsibilities within their council. The goal is to develop and promote council leaders into region leadership positions and then into national leadership roles.

It is the responsibility of current leadership at the council, region and national level to identify, train and encourage future leaders to carry the Navy League torch.

Developing future local council leaders is critical to the long-term success of each council. Early recognition of potential council leaders is very important. These individuals should be encouraged to become more involved with council operations and the execution of council programs as soon as possible.

Local council leadership succession planning should always be part of the current leadership team's mindset for long-term leadership continuity and council success.

Encourage all council members to attend monthly training seminars, their annual region meetings and the annual National Convention and to participate in the leadership development opportunities presented at each event.

YOUTH PROGRAMS/SEA CADETS

General Overview

Recognizing the importance of youth development in securing our nation's future, the Navy League has a long tradition of supporting a full spectrum of youth development programs. At the national level, the Navy League provides annual funding opportunities to local council youth programs focused on Science, Technology, Engineering, and Mathematics (STEM) through its grant application process. It also remains a strategic partner with the U.S. Naval Sea Cadet Corps by providing both financial and in-kind program support. The Sea Cadets are the official youth leadership development program of the U.S. Navy. The Sea Cadet's mission is to educate America's young men and women in a maritime tradition with hands-on, experiential training that occurs on naval bases and other military installations to instill the highest ideals of honor, respect, service, and commitment.

Member Guidance

The strong and meaningful bond between the Navy League and the Sea Cadets is reinforced at the local level where Navy League regions and councils are engaged with Sea Cadet units while providing financial support and enabling access to training facilities. Navy League councils also support the Young Marines, Naval, Marine Corps and Coast Guard Junior Reserve Officer Training (JROTC) programs and other youth organizations. Navy League councils work side-by-side with these organizations to develop good citizens and educate our youth on teamwork, character, service, leadership, maritime and seafaring careers, history and the security of our nation.

New Opportunities

We encourage exploring, expanding and seizing opportunities where Navy League councils can support the development of America's youth.

We encourage local councils to apply for STEM funding through the Navy League national grant application process to provide council STEM training programs.

Engagement

We encourage graduating Sea Cadets and their families to remain engaged as volunteers and become new members of the Navy League.

ORGANIZATIONAL DIVERSITY

General Overview

The sea services have made significant efforts in the last few decades to prioritize diversity and inclusion in their ranks. In a recent undertaking by former Chief of Naval Operations Admiral Mike Gilday, the Navy has focused its efforts into what it has termed Task Force One Navy.

In its guiding document, Task Force One Navy states, "Our Sailors are our asymmetric advantage in a complex and changing environment. ... Mission readiness is stronger when diverse strengths are used, and differing perspectives are applied. By embracing inclusion and diversity ... in our day-to-day work and decisions at a fundamental level, we harness the

“We are stronger, more effective and more innovative when our organization reflects the rich diversity of our nation that fosters respect, dignity and equal opportunity.”

creative power of our differences, putting forward actions and strategies that accelerate and enable our Navy’s warfighting advantage.”

The competitive advantage provided by America’s diversity is not an intangible consideration. It is the catalyzing force responsible for improbable American victories starting from our own war for independence. Since that moment, America has been an unstoppable force in the world, and our ascendancy is due to that diversity in background and thought, compounding to create a sum greater than its parts. This foundational and transformative concept is America.

The Navy League recognizes the vital role diversity plays in strengthening organizations, upending stagnant thinking, accelerating problem solving and creating competitive advantages. We recognize that people are our greatest resource and, as such, it is incumbent upon us to ensure we are not limiting our talent pool by overlooking any groups or populations within the sea services volunteer community. And we further recognize that we, as an organization, cannot authentically live our values and achieve our mission without a clear and actionable plan for addressing diversity and inclusion within our ranks.

It is imperative that the Navy League implement a whole-of-organization approach to achieving greater diversity and inclusion. We are stronger, more effective and more innovative when our organization reflects

the rich diversity of our nation that fosters respect, dignity and equal opportunity. We must continue to increase cultural collaboration and understanding, broaden our community outreach and strengthen our organizational support infrastructure now and in the future. The sea services have already recognized the critical nature of diversity in their future force structures, and we must do the same. These diverse backgrounds, experiences and ways of thinking are essential to optimal performance within the Navy League. Leveraging diversity ensures we maintain our competitive advantage and adaptability, and it will determine the difference between growth and decline within our organization’s ranks over the decades to come.

Member Guidance

Input

Leadership will seek input from membership for recommendations on a diversity and inclusion statement. Leadership will work with membership to identify the most practical means of highlighting our diversity efforts in membership outreach, materials, events, etc.

Develop

The Navy League should review, develop and update these statements to ensure they are relevant. The Navy League should also compile best practices, challenges and concerns and other relevant developments from the volunteer ranks.

SUMMARY

To complete or make progress in these focus areas, it is imperative we work together to support and accomplish these initiatives. An organization without a guiding light can easily become lost and accomplish little. If we use this guidance as our compass, we will accomplish great things as a Navy League. By doing so, we will heighten the solidity and collaboration between all Navy League members and achieve our essential mission to support America's sea services.

To accomplish this, we will:

Continue to ensure all our initiatives map back to one of our three pillars of our mission: educate, advocate and support.

Build upon established lines of communication to ensure vital information and messaging is clearly transmitted throughout the Navy League organization.

Create greater opportunities and methods to attract new members to the Navy League, while maintaining a focus on member engagement and retention.

Effectively roll out an innovative active-duty membership initiative that will increase our Navy League membership numbers, provide a more youthful and diverse membership, and provide direct input regarding the needs of our maritime services to the organization from our active-duty service members.

Create cross-collaborative channels for council improvement to assist struggling councils to receive mentorship from their peers on methods of improvement and proven best practices.

Create a program to identify and develop the Navy League's next generation of leadership to ensure the long-term strength and viability of our local councils and future NLUS national leaders.

Maintain a strong alliance and support of the Sea Cadets and other maritime youth programs, while continuing to look for new opportunities to collaborate and support.

Create and implement strategies to enhance diversity across the organization.



An organization without a guiding light can easily become lost and accomplish little.



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