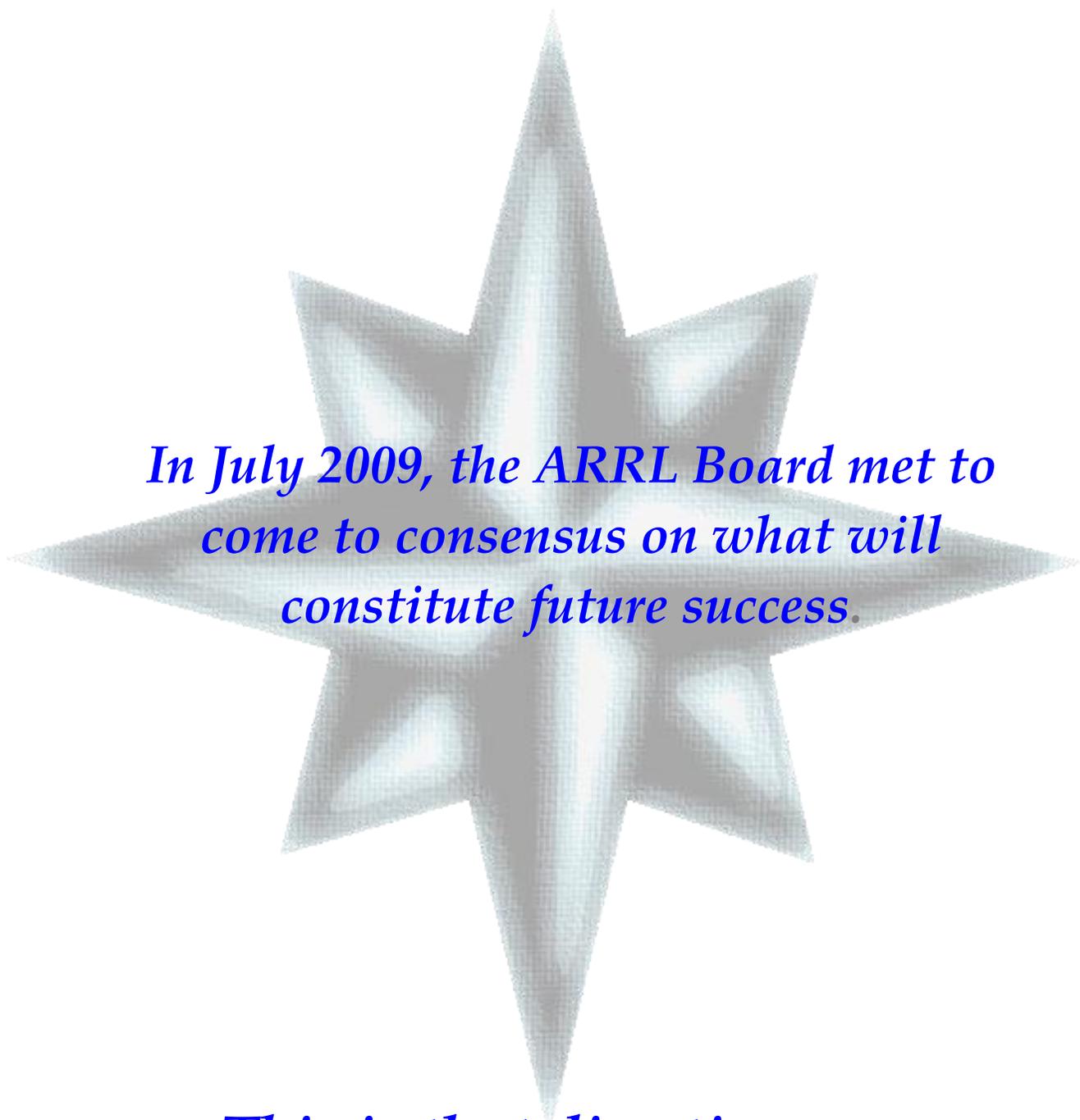


# *THINKING & PLANNING STRATEGICALLY*



*In July 2009, the ARRL Board met to  
come to consensus on what will  
constitute future success.*

*This is that direction...*

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On July 18, 2009, a strategic planning group consisting of the officers, directors, vice directors and senior staff of the American Radio Relay League (ARRL) met in Windsor, CT to update its long-range strategic direction. Bud Crouch, a principal partner of Tecker Consultants, LLC and president of Innovations Plus led the group through the planning process.

This planning document defines ARRL's clear strategic direction. It is the planning group's consensus on what will constitute the ARRL's future success. It answers the following two fundamental strategic questions:

1. Why will ARRL exist in the future? *Its reason being and core purpose.*
2. Where is ARRL going? *Its future direction and goals.*

### ***Planning Strategically:***

The existence of this strategic direction and its successful implementation signals the leadership team's desire to lead ARRL strategically. Developing a strategic direction is not a one-time event, but an ongoing commitment and process. The strategic direction represents a compass that will be used to guide and focus ARRL's future strategic decision-making and ongoing operational work.

### ***Strategic Focus:***

Organizational strategic focus or intent is very important. One of the challenges that ARRL faces is the fact that there is more it can do for members and key stakeholders than it has resources to accomplish. The temptation to do everything can often lead a not-for-profit organization to try to be all things to all people. Planning strategically is the counter to the all-things syndrome. It is about identifying a limited number of goals that ARRL must undertake to move successfully into the future.

### ***Strategic Approach/Philosophy:***

The approach in defining the new strategic direction was not to identify what ARRL wants to continue doing today (its current operational plan). Rather the team determined what the ARRL is not doing today, but must engage in to be successful in the future.

This strategic direction is not about business as usual — **it is about the change needed to stay relevant!** This separates the strategic plan from the operational plan. Both are important. The strategic direction is a constant reminder, as the leadership team oversees the development of the annual operational plan, of what must be changed to stay relevant to what members are seeing in their real world

### ***Updating the Strategic Plan:***

A strategic plan can only stay current and relevant if ARRL insures that the plan is updated. It is the leadership team's *working document*. Therefore, the governing body has both the right and the responsibility to:

- 1) change the strategic plan anytime it needs to be changed based on sound reasoning and assessment; and
- 2) update the plan regularly on an ongoing basis.

### ***Long-Range Strategic Planning Horizon (10 to 30 Year Envisioned Future)***

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A 10 to 30 year planning horizon was developed for ARRL, which consists of a core ideology and 10 to 30 year envisioned future.

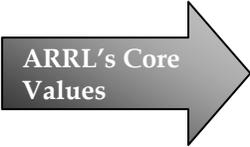
***Core Ideology/Mission*** clarifies what must be preserved in an environment of increasing rapid and unpredictable change. Core ideology consists of ARRL's core values and core purpose.

The ***core purpose*** describes ARRL's very reason for being or existing — why the organization will or should exist into the future (10 to 30 years). What would be lost if it ceased to exist? What sense of purpose will motivate members to dedicate their creative energies to ARRL and its efforts over a long period of time?



***To promote and advance the art, science and enjoyment of Amateur Radio.***

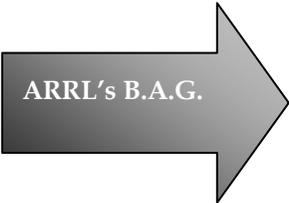
***Core values*** are a small set of timeless, guiding principles that do not require external justification. They only have intrinsic value and importance to ARRL and its members. Core values are so fundamental that they seldom change — *if at all*. They define the behavior required in order for the organization to achieve its core purpose. Core values are so deep-seated and valid that ARRL would preserve the core values even if it were admonished for having these values.



ARRL's Core Values

- *Responsible leadership*
- *Passion for Amateur Radio*
- *Integrity and commitment to service*
- *A respectful, welcoming and open community of radio amateurs*
- *Lifelong learning*
- *Technical advancement*

The *10 to 15 year envisioned future* consists of a single, *big audacious goal (B.A.G.) or Vision*. The B.A.G./vision is a goal (that is ARRL's vision statement) that stretches beyond ARRL's current three to five year goals. Because it is "audacious" it represents a significant challenge and its achievement will require ARRL to move outside of its comfort zone. It is clear and compelling to all members. It has a clear finish line which will take both time and hard work to accomplish. The goal should stimulate leadership activity, commitment and participation beyond ARRL's present leadership. It helps to set the direction for the succession of future three to five year strategic plans. ARRL can only manage one B.A.G. at a time.



ARRL's B.A.G.

*Amateur Radio will be recognized as a valuable, innovative, technical and public service avocation.*

A vivid description shows what ARRL and amateur radio will look like when it successfully completes its Big Audacious Goal. The following description helps to clarify what is intended by the goal and provide measureable achievements (milestones).

## **Amateur Radio**

- is encountering only minimal resistance to erecting Amateur Radio antennas reasonable to the locale
- is seeing the end of threats to spectrum access.
- is more broadly recognized and understood as a value by key stakeholders and the public.

## **ARRL:**

- has increased membership and membership retention.
- has an increase in younger members.
- will have a membership in 2020 with 60% of the members being under the age of 40.
- has more school clubs at all levels.
- has a member in the White House.
- is recognized as the credible and authoritative voice for amateur radio at all levels of government.

## **Identity of Excellence (ARRL's Image and reputation)**

An identity of excellence describes the framework for ARRL that will be required to sustain a position of relevance and earn a reputation for organizational value and excellence for the future with members.

As an organization with a true member focus ARRL must start with the knowledge of what its members consider to be of value and then build a comfortable relationship with them to be seen as the provider of choice. Value can be defined as the members' definition of what quality programs and service delivery methods they want and need — what do they see as the proper product, programs and, services that they can access in the proper format for them?

The identity of excellence is composed of two essential elements that form ARRL's value equation for serving its members — the *value proposition* and the *value discipline*.

### ***Value Proposition***

The promise that the ARRL makes to its members concerning the future programs and services that the League will offer and the nature of the delivery experience based on what members say they need and want.

### ***Value Discipline***

What ARRL will need to do organizationally and individually to deliver on what it promised members in the Value Proposition.

ARRL can have a reputation and image for providing excellence in one of the following four identities of excellence:

- Membership focus and attention (*I feel like I am their only member*).
- Strong representation and advocacy for Amateur Radio (the voice of Amateur Radio).
- Leading edge products, programs and services.
- Operational effectiveness and efficiency.

A straw vote was taken in the planning session indicating that membership focus had the greatest support, followed by leading edge products and strong advocacy. The Board found it challenging to choose just one of the possible identities of excellence because of the obvious importance of providing members with all four.

### *Strategic 3 to 5 Year Goals*

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The following represents ARRL's goals that encompass its three to five year direction. These goals are outcome-oriented statements that will lead ARRL towards its envisioned future. These goals are not in any order of priority. All of the goals will need to be accomplished, if the ARRL is to fully achieve its three to five year quest.

#### **In 2014:**

**Goal A.** *ARRL will be Amateur Radio's proactive advocate and representative voice in achieving key regulatory and legislative goals.*

**Goal B.** *ARRL will be its members' primary trusted resource for high quality Amateur Radio educational information.*

**Goal C.** *ARRL will be the recognized and respected leader in Amateur Radio public service and emergency communications.*

**Goal D.** *ARRL will effectively promote technological exploration and operating proficiency.*

**Goal E.** *ARRL will increase its financial capacity.*

**Goal F.** *ARRL will increase the number of active radio amateurs and ARRL members.*

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