



**United States Naval Institute
Minutes of 139th Annual Meeting**

11 April 2013

VADM Nancy E. Brown, USN (Ret.), Vice Chairman, USNI Board & NIF Board welcomed Members to the meeting and called the meeting to order. She announced that Admiral James G. Stavridis, USN, has accepted an appointment to the USNI Board of Directors and agreed to become its Chair following his retirement from active duty, expected in mid-summer 2013. VADM Nancy E. Brown, USN (Ret.) then introduced current and former members of the Board of Directors in attendance and recognized VADM Pete Daly, CEO of the Naval Institute.

VADM Daly led the gathering in the Pledge of Allegiance, thanked the sponsors, and invited everyone to the reception following the meeting at the Smithsonian National Postal Museum to honor the Naval Institute's Authors of the Year.

VADM Daly's report to the membership was presented with slides (a copy of which is attached to these Minutes) and covered the following:

- The Revised Constitution and Bylaws, effective now, were adopted with over 97% of those voting in favor;
- Results of the election of the 2013 Board of Directors and Editorial Board were posted (list is available in CEO slides);
- As previously announced, ADM Stavridis, who has contributed numerous articles to *Proceedings*, and authored/co-authored four books published by USNI, will be joining the Board of Directors in the summer of 2013 following his retirement;
- Review of 2012, including significant accomplishments by the staff and improved financials, but a loss of \$1.6M, mostly related to the pension fund; anticipating that 2013 will be the year that the Institute moves from the red to the black financially
 - review of the status of the Strategic Plan, which is moving forward, with
 - digitizing archives,
 - redesigning the website to improve the membership experience,
 - new web applications,
 - USNI News, which has had approximately 441,000 views, including two Drudge Report hits since its hard roll out on February 7th;

- Increase in e-books to 150 titles to date and expecting to have 270 titles by the end of 2013
- New Print on Demand, allowing orders of a single print run, which will effectively make “out of print” an outdated concept;
- Heritage collection is growing as people send in their collections, and the help of USNI volunteers is crucial for this project, as the volunteers spend 700 hours a year scanning pictures;

The CEO recognized Sandy Schlosser a volunteer who has been with the Institute for over 25 years working on Heritage.

- *Proceedings* is doing well;
- Membership is up by approximately 3500 this year, and new sponsorships have been provided to Midshipmen and ROTC students around the country;
- Conferences have been successful; all three Sea Service Chiefs were together at WEST; and conference content is getting uploaded in almost real time; and
- The Institute is strong and the CEO is proud of what the staff accomplished in 2012.

VADM Daly then opened the floor to questions from the Members, as summarized below:

- Q: With respect to the ROTC/Midshipmen program, is there a way to measure what those students do vis-à-vis the Institute once they graduate and join the fleet? A: It will take time before we can know that information, but the hope is that the Institute is forging a tie with them up front and that *Proceedings* will become a habit and part of their online activity; the goal is that they will not want to go away from the Institute and the Institute will never be “invisible” again.

It was suggested to bring SWOS Basic into the program.

- Q: With respect to the recent elections, only 9 candidates were in contention for 9 spots; why not have more candidates than spots available for a competitive election? A: The nominations by the Governance Committee were made available in advance of the elections to allow additional nominations by the Members. No members submitted additional nominations. Under the new Constitution and Bylaws, the Board nominated candidates will be posted in advance to allow Members to know who has been nominated and to propose additional candidates under the procedures in the Constitution and Bylaws.
- Q: Please respond to the recent series of communications in which it is alleged that articles in *Proceedings* have little impact. A: The comment came from bloggers and was limited to the blogosphere, but as a few people are responsible for the majority of the content out on the blogs, the Institute should do a better job of taking the commentary and putting it into the Institute’s space; be more active in having the commentary in our space.

- Q: With respect to the last question raised, the speaker had pushed the *Proceedings* article to LinkedIn. She asked whether anyone can post on the blog, or if membership is required. A: Anyone can post or comment, but the site is moderated (including a time delay) to keep the blog professional (no bad language or attacks on others). To become a guest blogger, contact Mary Ripley.
- Q: What is the Institute's security strategy in the electronic realm? A: The institute has looked at its protections against hacking, and while no system is 100% foolproof, the CEO feels that the Institute has excellent protection and is mindful of the dangers.
- Q: Rumors exist that the Naval Institute Press will be providing self-publishing assistance or publishing for a fee. A: The Institute is interested in getting into these areas, but it won't be this year. When it does, the initial focus will be on memoirs and fiction.
- Q: The speaker thought that extending the Institute's electronic reach is great and encourages members (particularly outside of DC) to get together in person to further the discussions begun online. A: At EAST there will be a "tweet up." If successful the Institute may encourage more of these.
- Q: Electronic publishing is simultaneously exciting and horrifying. What is the Institute's commitment to hard copy publishing? A: For the near term the Institute is committed to continue to print *Proceedings*. On the book side, at some point there will be a bigger "e" commitment, but are launching "print on demand", and recognize that the Institute has a large constituency of "traditional" members. With the closing of Borders books, in order to make the printing of *Naval History* economical, the Institute needs all members to purchase it, but the Institute is moving to make it available through the Apple newsstand.

VADM Daly introduced Rick Russell, Director of the Naval Institute Press, to recognize Author of the Year. Mr. Russell first recognized former Director Ed Miller for his support of the Naval Institute Press and then introduced and recognized this year's Author of the Year, Mr. Elliot Carlson for his book "Joe Rochefort's War: The Odyssey of the Codebreaker Who Outwitted Yamamoto at Midway." Mr. Carlson gave a few remarks.

Richard Latture, Editor-in-Chief of *Naval History*, presented the Naval History Author of the Year awards to Jonathan Parshall and J. Michael Wenger for their Article "Pearl Harbor's Overlooked Answer" in the December, 2011 issue.

Paul Merzlak, Editor-in-Chief of *Proceedings*, presented the General Prize Award for Author of the Year. First prize went to Captain Gerard D. Roncolato, USN (Ret.) for his article "America Must Be Careful Where it Pivots" in the May, 2012 issue. Second Prize when to Commander Brian McGuirk, USN for his article "Rekindling the Killer Instinct" in the June, 2012 issue. Finally, Third Prize when to Lieutenant Matthew Hipple, USN for his article "Cloud Combat: Thinking

Machines in Future Wars” in the July, 2012 issue. LT Hipple’s father accepted the award on his behalf.

Finally, Guest Speaker Sandra Grimes spoke about her book “Circle of Treason: A CIA Account of Traitor Aldrich Ames and the Men he Betrayed” co-authored with Jeanne Vertefeuille.

The meeting was then adjourned.