

ARRL STRATEGIC PLAN 2016-2020

Proposed Plan
Submitted to the ARRL Board of Directors
By the Strategic Planning Working Group

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Preamble

ARRL (The American Radio Relay League, Inc.), the national association for Amateur Radio, began its second century in 2014. As radio technology and practice matured during its first century, ARRL, through its members, advanced the art and science of radio, kept Amateur Radio accessible to all, preserved and expanded the Amateur Radio spectrum, and played an important role in the ongoing communications revolution. As ARRL enters its second century, it will continue to be the representative voice of Amateur Radio.

Those familiar with past ARRL Strategic Plans will find that the mission and vision of the association have changed very little. This is because the plan still reflects the core principles of our association. In addition to the Mission and Vision Statements, this plan includes a new Values Statement based on previous planning documents and the values that are inherent in the organization.

This plan is a starting point to assure that ARRL continues its leading role in the Amateur Radio community. This document is intended lead to specific tactics, including annual planning, to assure that the ARRL fulfills its mission.

Strategic Plans are hierarchical. In this plan, we have chosen to use the following organization outline:

Mission — Why ARRL exists.

Vision — What we want to be.

Values — What we believe in.

These items are hierarchical (cascading goals):

Goals (Strategies) — What we need to accomplish.

Initiatives — Means of achieving our goals.

Tactics — What actions we will take (ongoing and suggested).

Tactics shown throughout this document in *italics* are included as examples of ongoing activities.

Acknowledgments and Sources

We acknowledge the input and information from the following stakeholders and sources that contributed to this plan:

ARRL Members

ARRL Board; Officers, Directors, and Vice Directors

ARRL Staff

ARRL Section Managers

ARRL Advertisers

Field Organization Volunteers and Leaders

Past ARRL Strategic Plans and other background and documents from ARRL's history

Other Organizations' Strategic Plans

Strategic Planning Research and Literature

2015 ARRL Market Study (Readex Survey)

"The Value of ARRL Membership," report to the ARRL Board of Directors, March 2015

"The Value of ARRL Membership," QST 99, no. 10 (October 2015): 76-79.

ARRL's Mission Statement

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

ARRL's mission should motivate and inspire its members. The simplicity of this statement is deceptive, because it encompasses many different activities across the pillars of the association: public service, advocacy, education, technology, and membership. In addition, while these activities may change over time, ARRL's overall mission does not.

ARRL's Vision Statement

As the national association for Amateur Radio in the United States, ARRL:

- Supports the awareness and growth of Amateur Radio worldwide;
- Advocates for meaningful access to radio spectrum;
- Strives for every member to get involved, get active, and get on the air;
- Encourages radio experimentation and, through its members, advances radio technology and education; and
- Organizes and trains volunteers to serve their communities by providing public service and emergency communications.

ARRL's Values

ARRL's core values underlie the work of fulfilling the association's mission, how we conduct ourselves, and how we interact with each other. These values are an important part of the legacy of ARRL's first 100 years of existence, and reflect the wisdom of our founders and the commitment of our current leaders.

"Of, by, and for the radio amateur."

We are committed to using our skills, experience, and resources for the benefit of our members and the worldwide Amateur Radio community and to ensure the relevance of Amateur Radio now and for future generations. Our passion for Amateur Radio is reflected in all that we do.

Members – ARRL values all members and recognizes their contributions: knowledge, volunteerism, leadership, and financial support.

Engagement – Our success stems from our association with one another, by nurturing participation, exchanging ideas, and encouraging innovation. We value and support the wide and ever-expanding range of interests of radio amateurs.

Knowledge – We encourage skills development, achievement, and discovery through opportunities for lifelong learning and training.

Expertise – The foundation of our organization is members, volunteers, and employees whose knowledge and abilities serve our communities and who support all aspects of the Amateur Radio Service.

Excellence¹ – We encourage and support high standards in all aspects of Amateur Radio, including technological innovation, operating practice and etiquette, signal quality, safety, regulatory compliance, and in managing the organization.

Integrity – We act honestly, openly, and ethically. We maintain the highest level of integrity, accuracy, and fairness in all that we publish and produce. We are responsible stewards of the assets entrusted to our care.

Diversity and Inclusiveness² – Amateur Radio is enriched by and enjoyed by individuals from all traditions, heritages, backgrounds, and experiences. Our association will reflect the diverse composition of our community including members, volunteers, and employees.

Note 1: This statement was modified after the July 2015 ARRL Board Meeting to include additional language.

Note 2: This statement (previously "Diversity") was modified after the July 2015 ARRL Board Meeting.

ARRL's Strategic Goals

ARRL will...

GOAL 1: Grow Amateur Radio worldwide.

GOAL 2: Increase the vitality of Amateur Radio.

GOAL 3: Keep Amateur Radio accessible to all.

GOAL 4: Advance Amateur Radio science and technology.

GOAL 5: Organize and train volunteers to serve their communities by providing public service and emergency communications.

GOAL 6: Practice good governance and organizational management.

GOAL 1: Grow Amateur Radio worldwide.

ARRL, since its inception, has been of critical importance to the Amateur Radio Service. This goal is as important today as it has ever been. Today, Amateur Radio exists among many more modes of communication than it did a century ago. The growth of wireless technologies, such as cell phones and the Internet of Things*, have had a profound effect on both spectrum competition and on the overall interest in and support for Amateur Radio. We must ensure that Amateur Radio is a vital and relevant service whose existence is justified by its contributions to society.

* The “Internet of Things” is the networking of physical objects such as phones, automobiles, and other mass consumer products.

Initiative 1.1: Encourage new entrants to Amateur Radio. We will reach out to communities and avocations whose members may be interested in the wide variety of Amateur Radio activities, experiences, and opportunities. ARRL will engage allied groups, such as those with technical interests and those involved in public service.

Initiative 1.2: Increase public awareness and knowledge of Amateur Radio. ARRL, through its outreach activities, public relations, communications, and recruitment resources, will promote the benefits of a vital Amateur Radio Service to society.

Initiative 1.3: Support global interactions throughout Amateur Radio. ARRL must continue its support of the International Amateur Radio Union (IARU) and its work within the International Telecommunication Union (ITU) and other associated regulatory organizations to preserve and expand Amateur Radio spectrum.

Initiative 1.4: Support and develop programs that prepare youth as the next generation of radio amateurs. ARRL supports outreach to students, educators, schools, and other youth activities. Current ARRL educational initiatives focus on strengthening wireless technology literacy in schools, encouraging students to pursue the STEM subject areas (science, technology, engineering, and math) and contributing to our nation’s technological advantage. *Existing ARRL programs include Amateur Radio on the International Space Station (ARISS), the ARRL Education & Technology Program, the ARRL Teachers Institute on Wireless Technology, and our promotion of Jamboree-on-the-Air.*

GOAL 2: Increase the vitality of Amateur Radio.

The collective strength of our members provides beneficial influence and resources that support a vital Amateur Radio Service. ARRL, through its high-quality programs and services, will increase its members' engagement in Amateur Radio activities.

Initiative 2.1: Promote, grow, and retain ARRL membership. Specific tasks include offering a suite of ARRL services and products that are viable and beneficial to members and prospective members. Emphasize membership acquisition of new licensees.

Initiative 2.2: Sustain ARRL's status as the most trusted, respected, impartial, and enduring source of information about Amateur Radio. ARRL must continue to support consistent editorial accuracy and integrity. We need to provide content on media platforms preferred by our stakeholders including print, digital, social media, and others that may arise in the future.

Initiative 2.3: Encourage members to get involved, get active, and get on the air. Based on the results of the ARRL 2015 Market Survey, individuals are more likely to become or stay active in Amateur Radio when they receive support from other radio amateurs and radio clubs, and when they receive help getting on the air.

Initiative 2.4: Maintain ARRL's position as the premier amateur radiosport organization. Create engaging on-air events and improve opportunities for entry, recognition, and rewards.

Initiative 2.5: Strengthen local relationships through radio clubs. Emphasize activities that assist newcomers and help individuals become licensed and active. Explore family-friendly activities for radio clubs.

Initiative 2.6: Encourage the active participation of young radio amateurs. We will engage youth and young adults as vital participants in ARRL and the Amateur Radio Service. Focus areas include on-air operating events, hamfests and conventions, online social media, outreach through radio clubs, family-friendly programs, collegiate competitions, and resources for individuals working as youth leaders.

Initiative 2.7: Support Amateur Radio license instruction. ARRL will continue to provide volunteer instructors with recommended methods and resources that further their support of students pursuing Amateur Radio license instruction. Of particular interest are initiatives that inspire students beyond licensing--encouraging them to get active and on the air.

Initiative 2.8: Manage the ARRL Volunteer Examiner Coordinator (ARRL VEC) Program. ARRL VEC will continue to support accessible license examination opportunities through our commitment to examiner accreditation, efficient administration, and program integrity. ARRL VEC will maintain its relationships with the regulatory and licensing agencies. ARRL VEC will collaborate with the Question Pool Committee to make Amateur Radio examination content relevant and appropriate.

GOAL 3: Keep Amateur Radio accessible to all.

ARRL, since its inception, has advocated on behalf of its members and all radio amateurs for freedom to use radio spectrum. This commitment encompasses our pursuit of meaningful spectrum, and ensures that the Amateur Radio Service can fulfill its mission, unimpeded, to the nation, its citizens, and the world.

Initiative 3.1: Preserve, protect, and expand the Amateur Radio spectrum. ARRL will promote access to the spectrum by radio amateurs as a priceless national and international resource. We will devote time and talent to work with the International Amateur Radio Union (IARU) and our sister IARU societies to protect and improve the Amateur Radio bands. We will be vigilant in our defense from threats to the Amateur Radio spectrum. ARRL will seek opportunities for additional allocations.

Initiative 3.2: Pursue a legislative agenda favorable to Amateur Radio. We will represent Amateur Radio regulatory issues at the international, federal, and state levels.

Initiative 3.3: Challenge antenna restrictions. ARRL will seek reasonable protection for radio amateurs from undue restrictions on erecting Amateur Radio antennas. *Our present focus is to seek accommodation for Amateur Radio antennas by homeowners associations and in communities regulated by private land use agreements.*

Initiative 3.4: Reduce spectrum pollution. ARRL will test for, report on, and advocate against interference to the Amateur Radio spectrum. ARRL resources and programs will assist radio amateurs with operating their stations in compliance with regulations, and offer technical cures for radio frequency interference (RFI). ARRL will lead the fight against interference caused by intentional and unintentional emitters, and threats from commercial interests. *Current efforts include ARRL technical studies and complaint filings that identify interference from LED lighting fixtures and their associated power supplies, TV displays, switching power supplies, electronic ballasts (grow lights), and power lines.*

Initiative 3.5: Provide meaningful privileges for all license classes. ARRL will assure that Amateur Radio license privileges provide satisfaction and achievement that will lead to greater involvement and subsequent license upgrades.

GOAL 4: Advance Amateur Radio science and technology.

ARRL brings radio amateurs the most trustworthy sources and key information at the intersection of radio science and applied technology. We will inform and educate members while fostering an environment that encourages innovation and experimentation.

Initiative 4.1 Cultivate a climate of innovation that advances the art, science, and practice of Amateur Radio. We will encourage and recognize the contributions of radio amateurs who advance Amateur Radio technology. *Recent examples include the JT modes, Amateur Radio software, microsats, and software defined radios.*

Initiative 4.2: Disseminate information covering the many facets of radio technology. Our efforts, supported by sound science, objective research, practical application of technology, and the contributions of radio amateurs, will educate our members and advance the state of the radio art.

Initiative 4.3: Provide technical information and operating guidance that contributes to more skillful, active members. We will encourage radio amateurs to operate safely, courteously, and legally.

Initiative 4.4: Position ARRL as a valuable source of information and expertise to the many organizations that are important to Amateur Radio. These include Amateur Radio equipment manufacturers, electronics and communications industries; national and international regulatory and standards-setting bodies; governmental agencies; professional organizations; schools, and other educational institutions.

GOAL 5: Organize and train volunteers to serve their communities by providing public service and emergency communications.

ARRL will ensure that Amateur Radio volunteers are prepared to provide public service, emergency, and disaster communications.

Initiative 5.1: Strengthen Amateur Radio's role as a relevant, reliable, and recognizable part of the nation's emergency communications response capability. We will ensure that Amateur Radio participates when emergency and disaster response plans at the local, state, and federal levels are developed.

Initiative 5.2: Develop a framework for training and managing public service volunteers. The level of training provided by ARRL must equal or exceed that of governmental and other professional responders. We will create strategies for identifying, recruiting, assigning, training, supervising, and motivating Amateur Radio public service volunteers.

GOAL 6: Practice good governance and organizational management.

All of the preceding goals require the continued development of a strong association capable of advancing ARRL's mission, vision, and goals—an association that is responsive to future opportunities and challenges.

Initiative 6.1: Ensure the long-term fiscal stability of ARRL. ARRL must have financial resources to preserve, defend, and expand spectrum and to support other programs and services that secure Amateur Radio's future.

Initiative 6.2: Align operational processes with member needs. We will optimize processes, operations and information technology to serve our members. Programs and services will be evaluated regularly to assure their relevance to ARRL's mission.

Initiative 6.3: Develop an organization that supports and encourages excellent planning and project execution. ARRL will use recognized methodology and approaches for project planning to deliver specified outcomes.

Initiative 6.4: Attract, develop, and retain a talented pool of employees, volunteers, and contractors. ARRL needs talented and committed people to reach its goals. It will provide its talent pool with opportunities for training, recognition, and advancement.

Initiative 6.5: Practice good governance — ARRL Board and Committees. Ensure the transparency and continuity of governance procedures and association decision-making. Define the most effective governance structure for the future.

Initiative 6.6: Practice good organizational management of the ARRL Field Organization and its related support of ARRL programs and services. Provide Field Organization volunteers with the necessary structure and tools to fulfill their responsibilities.