Managing Information Organizations
Evaluation of the Battleship New Jersey Museum and Memorial

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I. Organizational Information

A. For this study, I selected the Battleship New Jersey Museum and Memorial. It is located on the Camden Waterfront in Camden, New Jersey. The ship is 887 feet and 7 inches long and is an artifact in and of itself. The ship is over 550,000 square feet in space. About 20% of the ship is open to the public for exhibition. All personnel are located on the ship. It has no satellites or subsidiaries. This means all offices are on the ship or on the pier harboring the ship. This also includes all departments such as Curatorial, Education, Maintenance, and Human Resources.

B. The mission of the Battleship New Jersey Museum and Memorial is to restore, preserve, exhibit and interpret the history of the U.S.S. New Jersey and her veterans. This is the basic mission statement but there are a few additions. The Battleship will continue to: 1) Develop educational programs on her role in preserving peace and freedom through the world as America's largest and more decorated Battleship; 2) Interpret the Battleship New Jersey in context of Battleships, the United State Navy, the United State Armed Forces and militaries around the world while ensuring BB-62 remains a hub for Veterans activity; 3) Support the economic growth of the City of Camden (Appendix A). Some of the core values of this mission include have high quality visitor and programmatic experiences, for the ship to be guest focused, for visits to be engaging and family-oriented, to help visitors learn and explore, and finally to keep the ship sustainable for future generations (Appendix B).

The vision statement, simply put, is to be the nation's most prominent naval history museum and attraction. In achieving this vision, the Battleship will expand as a vital part of the region's maritime history and the nation's naval heritage, offer more interactive experiences to guests, provide additional high quality guest programs utilizing engaging tour routes and
landside experiences, achieve AAM accreditation, become a "must-see" destination for residents and visitors to New Jersey and the Philadelphia regions, and create collaborative partnerships and relationships with other waterfront attractions and institutions (Appendix C). In a 2006 meeting about the five year plan for the ship there were four strategic goals. The first was to diversify earned and unearned revenues. The second was to create a dynamic leadership plan. the third was to enhance the guest experience. Lastly was to strengthen the Battleship's image and awareness in the region and nationally (Appendix D). In the same meeting, the use of benchmarks was noted as a strategy to achieve these goals. Benchmark institutions for the Battleship New Jersey Museum and Memorial are the Massachusetts/Battleship Cove in Massachusetts, the North Carolina in North Carolina, the Missouri in Hawaii, the Intrepid in New York, the Independence Seaport Museum and National Constitution Center in Philadelphia, and the Newark Museum and the Liberty Science Museum in New Jersey (Appendix E).

II. Organizational Structure

A. According to Abels, an information organization is defined as "those entities that deliver information-based solutions to a given market" (Abels 1) and can be "in any environment from corporate, education, public, government, to non-profit" and their offerings are "intangible, whose markets are constantly changing and in which both high-tech and high-touch are vitally important in achieving organizational success" (Abels 5). Through my own research of the site and what I found out from my interviewee, the Battleship, its management, resources, and services fall into the competencies and scenarios Abels outlines. The following are a few of those competencies and scenarios with direct examples from the ship. Upper management "inspires a shared vision and creates a compelling mission for the organization that energizes people to work towards achieving its strategies and delighting its clients and key stakeholders" (Abels 6). The
Battleship management does this by keeping their mission in the forefront of their minds and constantly working towards it. There are constantly projects going on to bring in new patrons and stakeholders for support of the organization, such as fundraising, the opening of new exhibits, and making pre-existing exhibits more accessible to the public. More accessible includes providing services and resources for the hearing impaired, the physically handicapped, children, adults, and senior citizens. These examples also cater to the scenarios: to "select and secure information resources that are appropriate in terms of format, language, content, coverage and that provide special features that tailor the content and retrieval capabilities to specific needs of the user group" (Abels 7) and "seek opportunities to work with clients on projects or within their environments or operations to fully understand their processes, information behaviors and how information services can most effectively be utilized" (Abels 9).

B. Considering this meeting occurred in 2006, the Battleship's five year plan will be up in July 2011 which is just a year away. How successful have they been in achieving their goals? If they have not achieved those goals, are they close enough to rectify them in the next year? So, the first goal was to diversify earned and unearned revenues. Ways to do this would include raising the amount of visitors visiting the ship, gift shop and attraction pricing and expansion, keeping with funding and ensuring a steady flow of donations and gifts. They have diversified the attractions and selections in the gift shop but visitation has not increased due to the current economy. On the other hand, different things have been offered to increase patron gifts. One event was an auction for the opportunity to shoot one of the large guns on the main deck which had not been fired since the Battleship was still in commission. There are several other things done that I elaborate on later in the evaluation. The second goal was to create a dynamic leadership plan. I was fortunate enough to interview the President and Chief Executive Officer of
the ship and get an idea of leadership. I believe that they have attained this goal. The third goal in the five year plan was to enhance the guest experience. In the past year, the "City at Sea" exhibit was opened which gave guests access to areas such as the barbershop, the post office, and the Laundromat that were used by the sailors. They are still working to make lower decks of the ship accessible to guests and add more exhibits. They have also added several new interactive tours and activities for guests. The final goal was to strengthen the Battleship's image and awareness in the region and nationally. This was the only goal that was categorized as long-term. The Battleship has certainly gotten a lot of press and has even has several special guests. Author Tom Clancy celebrated his fiftieth birthday on the decks of the ship, the ship has been shown in the popular television show 'Cake Boss,' and there are always similar opportunities rolling in. The only downside to the Battleship's image is a complaint I have heard several times. Many believe having the Battleship moored in Camden is a deterrent to visitors. Camden is certainly known as one of the worst cities on the East Coast, yet the Camden Waterfront has prospered over the past few years. As an information organization with the last few examples and ones that will be addressed later, the Battleship has been successful.

C. At the time of the five year plan, the organization was structured as follows. The President and Chief Executive officer is at the top of the hierarchy with the Vice Presidents of each department directly under him. The President and his Vice Presidents are governed by the Board who utilizes checks and balances to ensure the mission and vision of the Battleship as always upheld. The Board has its own structure and nomination processes and is a government in and of itself. The Board is divided into several committees. These committees are the Executive Committee, the Nominating Committee, the Development Committee, and the Finance Committee. All committees have their own roles and goals to fulfill. Based on this description
and my interview, I have ascertained that the organizational structure of the Battleship New Jersey Museum and Memorial is horizontal organization design with team-and process-based emphasis (Anand 331). The use of committees and the VPs of each department working autonomously (more on that later) are what really identify this organization. In this type of structure, they are organized according to workflow rather than tasks, teams manage everything, team leaders are appointed, and they use customer contact to drive performance (Anand 332). This is definitely a dynamic structure that adjusts and evolves easily depending on the economy and customer demand. This structure also works at its best in a small organization such as the Battleship and therefore it is the most appropriate structure for the Battleship. Since the five-year meeting, the organizational structure has become a little more lean, mostly in the lower echelons. The structure essentially remains the same with the Board and its committees and the CEO and his VPs at the top.

III. Manager's Information

A. The member of the Battleship New Jersey staff I was able to interview is President and Chief Executive Officer, Jim Schuck. As President and CEO, Schuck is at the top of the organizational structure. Those who report directly to Schuck, in ascending order, are: Jack Williard, Vice President of Revenue and Marketing which includes fundraising, Ruth Kefer, Vice President of Accounting, Jason Hall, Vice President of Curatorial and Education, all operations and maintenance, and all 325 active volunteers. It is immediately evident with so many people to manage there are many, many responsibilities.

B. When asked what his primary responsibilities were, Schuck laughed and said, "What am I not responsible for? Good, bad, or ugly is my responsibility." He managed to narrow down a few things for me. Of the utmost importance is seeing to the fulfillment of the mission
statement and vision of the Battleship New Jersey Museum and Memorial. "The whole ship is an artifact," says Schuck, "and I need to take care of it." With this in mind, Schuck needs to focus on all major fundraising activities. Since his arrival, Schuck has striven to come up with innovative ways to raise funds for the preservation of the ship and its organization. Some of the newest fundraising efforts are the recent partnership of the ship and a local vineyard. Together they have developed Battleship Red and Battleship White wines which can be purchased by patrons with a portion of the proceeds going towards the ship. There is also the Battleship New Jersey Customized Pier Brick Program. Here, patrons can purchase and customize a brick with their name or organization to be set in the pier walkway in front of the ship for all to see. Patrons can also request a replica brick in commemoration of their pier brick for a nominal cost.

Another huge responsibility for Schuck is the management of all the volunteers. Previously, and especially with the current economy, the ship runs on the good graces of the volunteers. There are volunteers everywhere, whether it be leading tours, accessioning artifacts, or doing maintenance work on the ship. Many of these volunteers served on the ship themselves and hold reverence and fond memories of their time there. Schuck respects this and makes a point to have a great relationship with his volunteers. All volunteers I have met in the past love Schuck and what he has done for the ship. Schuck spends time with the volunteers during his rounds and sometimes during lunch just asking about their families and talking about sports. The strong connections Schuck makes with the volunteers cements their resolve to continue work there. Finally, the head of every department reports directly to Schuck and keeps him informed on the goings on of the ship.

C. Schuck took over the ship at the age of fifty, relatively young for the position he was to fill. Schuck did not want to bore me with his entire previous experience (like working as a
district manager for Kentucky Fried Chicken in the late 80s). He felt that his time at Sodexho is what got him where he is today. From 1991 to 2005, Schuck was a senior director of finance for Sodexho, a leading provider of integrated food and facilities management services in the U.S., Canada, and Mexico (Sodexo About Us). At Sodexo, Schuck fulfilled several roles and was responsible for the facilities division of the K through 12 market for the United States. The job required a lot of traveling and meeting directly with clients. Schuck joined the Battleship in 2005 as Vice President of Finance and Human Resources. In 2007 he became the Executive Vice President, took over Operations, and was named the Chief Financial Officer. In 2009, the President and CEO of the Battleship left for a position at the Franklin Institute. Schuck was named acting officer and later on in 2009 was officially made President and CEO of the organization. As for other professional activities, Schuck is on the Board of Directors for the Historic Naval Ship Association (HNSA http://www.hnsa.org/intro.htm). He is also an Honorary Commander for the Joint Base Maguire AFB, Fort Dix, and Lakehurst Naval Air Station. Lastly, he is a member of the South Jersey Chamber of Commerce (http://www.chambersnj.com/).

IV. Manager's Style

A. To determine Schuck's managerial style, I asked him several questions. I began by inquiring into role models he has had throughout his career. The first Schuck recalled is a man named Jim Dixon. Dixon worked with Schuck at Sears while Schuck was in college and he had a talent with handling irate customers that Schuck greatly admired. Dixon apparently had a demeanor and way with words where he could tell the irate customers to go jump off a cliff and they would say, "Thank you" and smile and leave. This shows how "you can say what you want to say, you just can't say it like that" (Weeks 116). Schuck has truly taken this lesson to heart and tries to say things strategically and persuasively. Schuck's second, and probably most influential
role model is Randall Johnson. While Schuck was with PepsiCo, Johnson in upper management and saw great potential in Schuck. He convinced Schuck that he could go back to school for his Masters in Business Arts (Finance) so he could move up the ladder. Although Schuck was struggling to support his stay at home wife and two children, he did as Johnson suggested and went back to school. It took Schuck five years going to school part-time to complete this task. Schuck had to self-motivate himself to deal with all the stress, but it paid off. The last person Schuck mentioned is Dan Dawe who was a Division Controller at Sodexo. Dawe taught Schuck the importance of surrounding oneself with a strong team and giving them the autonomy to succeed for the betterment of the organization. Schuck actively applies this to the Battleship staff on a day to day basis and can be seen in the hierarchy of organization.

B. As far as Schuck's personal management theory, he said, "I do not deal with what ifs. You need to aggressively attack issues and not look bad. You should be comfortable and confident in your own abilities." The first thing that caught me with this statement was Schuck's use of the word "aggressive" as opposed to "assertive." In Developing Management Skills they note, "Aggressive communicators may get more of what they say they want in the short term but often at the price of the quality of their relationships" (Baldwin, Bommer, and Rubin 64). I will go back to whether or not this is the case later on in this section. The first part of this quote demonstrates how Schuck does not look back on decisions in a regretful way but rather in a trial and error calibration where he learns from his mistakes (Baldwin, Bommer, and Rubin 90). The last part of his statement can be both positive and negative. It is good to be confident in your decisions especially in a management position, however the confidence Schuck mentions can be detrimental. It is possible that Schuck's confidence could sometimes classified as
overconfidence and could bias him in decision-making (Baldwin). This is the overconfidence trap Hammond, Keeney, and Raiffi mention as well.

Another thing Schuck said later on in the interview, but I feel fits here is something his wife told him. She said, "You will constantly be frustrated until you realize everyone is not going to be you." Schuck did say one of his challenges was dealing with people who did not have the same work ethic he had. "You can never fully control the behavior of others, but you do have control over your own behavior," it says early on in Developing Management Skills (Baldwin 9). Schuck is obviously a self-motivator, but he does not use any types of self-motivating techniques at this point in his career such as positive self talk and rehearsal or self-reward and punishment. He said, "If you need to do things to motivate yourself as a CEO, you should not be a CEO." A major challenge Schuck is facing now is dealing with the nuances of managing a quasi-state organization that presently needs state aid for support but needs to wean itself away from that. He feels he needs to create an organization that can do that and it is one of his major goals. His biggest goal, however, is to make the ship a true national landmark and a "must-see." As one can see, Schuck is truly dedicated to fulfilling the mission and vision of the Battleship New Jersey Museum and Memorial.

C. I did ask what Schuck believes is his personal management style. He says he really tries to come to agreements with the senior staff and board of directors for the ship. He prefers to give people the tools they need to make informed decisions and utilize their own management style. He said that, "You need to be confident in your people and you need to build that trust." He also stated that the people below him have been put in their positions for a reason. Schuck knows enough about Marketing, Revenue, Accounting, Fundraising, and Education to make informed decisions on his own, but he believes his Vice Presidents are the experts because they
deal with these issues every day. Drucker comments, "Effective organizations put people in jobs in which they can do the most good. They place people -- and allow people to place themselves -- according to their strengths" (Drucker 10). All of this shows how Schuck tries to keep his organization the most effective and reach decisions through teamwork. This further illustrates the horizontal organization design with team-and process-based emphasis structure I mentioned far earlier in this evaluation. Considering Schuck is at the top of a hierarchical structure, he is a systemizer at heart (Leavitt 56) and tries to always be a leader. As the CEO, Schuck determines who to involve in decision making (Baldwin 95), thinks systemically (B,B, and R 98), and brainstormst with his Vice Presidents (Baldwin 103-04). Once a decision is reached, they all work to implement the plan in their separate departments. Schuck also quotes quantitative data as a key part of his daily decisions. He defers to this data and the opinions of his underlings to get as much information as possible. He says active listening is key. "You can't make a decision off a few snippets of information," Schuck explained, "things are more complex than that." Schuck categorizes himself as an Extroverting Sensing Thinking and Judging personality (Baldwin 22). He does say sometimes, while dealing with the public, he needs to be a little more perceptive.

At the end, I asked Schuck how he felt his relationship with his staff was. Schuck said he believes his staff sees him as a visionary and a collaborator. He has shaped and led the organization in the past few years through a troubling economic time. I asked him to give adjectives the staff may use for him and he answered "intense." Having known Schuck my entire life (he is my father), I can definitely attest to that description and have no doubt his staff would use that word. I have also spent some time on the ship and done some volunteer work there and I know the staff has said these types of things in my presence. Their opinions may be swayed by the fact that I am his daughter. Schuck knows he has a reputation of being a good listener and
that he "does not yell." He quotes an instance one of his Vice Presidents said he did not want to
go to the meeting and have Schuck yell at him, to which Schuck replied, "Have I ever yelled at
you?" The VP took a moment and then, wide-eyed, said, "No, actually I have never heard you
yell." Schuck said one should listen to all sides of an argument, respect others' viewpoints, and
repeat what they said back to them so they know you understand. "It's all about active listening,"
he said, "you just have to make sure you do it all the time." As we learned in *Developing
Management Skills*, active listening is essential to managerial success.

I have a last little snippet on Schuck's management style. For information for the Mission
Statement, Goals and Objectives, and Vision Statement for the ship, Schuck sent me a
PowerPoint presentation he used in a board meeting in 2006 while he still held the position of
VP of Finance. PowerPoint can be a powerful tool in persuasion, but it is not always the best way
to persuade (Baldwin 41). The following is a brief analysis of the slides I received. I am not sure
how many of these slides Schuck made himself or how much he oversaw their construction. The
PowerPoint presentation I received was seventy-two slides long. All of the slides are incredibly
detailed with a multitude of information. This worked well for me for this evaluation, especially
for the mission and goals and the organization parts, yet I question how positive this would be in
a presentation. PowerPoint presentations should be outlines of the presentation that drive home
main points. Details for the presentation would more adequately be brought up by the presenter
from a personal outline or flash cards. The only thing positive about this lengthy PowerPoint and
all its details is that the five-year Board meeting is lengthy, often taking several hours. It is
possible the presentation is so long and detailed because of this fact. If a meeting is that long
with so much information it may be beneficial to have this information immediately displayed so
they audience can more aptly process the information they are being given.
V. Evaluation of the Information Organization

Based on what I learned from Schuck and the information I gleaned from the PowerPoint and the official Battleship Website, I have determined that the best categorization for the Battleship New Jersey Museum and Memorial is a learning organization. According to Giesecke, a learning organization is an organization that creates an environment that "fosters learning, experimenting, and risk taking" (Giesecke 55). The staff of the ship is flexible and organized in a checks and balances pattern. Every department is interrelated and the Board and Schuck are the strings that attach all the departments. The exhibits, educational aspects, and attractions create, acquire, and transfer knowledge to reflect new knowledge and insights. The heads of each department are respected and asked their opinions in improving the organization and what it gives to the community. These are inherent to the values of the learning organization (Giesecke 55).

Of course the Battleship is a complicated system with its Board and committees, but it fosters the free flow of ideas and enhances the resolve to complete the mission of the museum. As this report has developed, it has become clearly obvious that the museum is indeed an information organization at its core. I unfortunately was unable to establish all of the educational programs the Battleship provides as far as distance learning. There is a distance learning classroom on board the ship to facilitate learning and education across the nation. The Battleship does loan out small artifacts to be used in classroom lessons to enrich the learning experience of the students. This is clearly the dissemination of information that is key to the information organization. An information organization also had technology as an important aspect. With interactive exhibits, simulators, and digitally broadcasts lessons the Battleship utilizes technology to its benefit.
There is always room for improvement. Perhaps the Battleship could work towards producing a popular documentary to be played on Public Broadcasting and then sold in the gift shop and online. None of the gifts in the gift shop are current available online to order abroad. This could certainly assist the ship in its goals and create awareness. While reading some of the proposed plans, I came across one that is a World War II Battleship simulation in the Pacific. This proposal never came into fruition which is a shame because I feel it could use technology in a positive way for education. Although the website provides a history and timeline for the Battleship, it is lengthy and hard to read. A better display of this information would be in a quick fact sheet with all the Battleship's statistics, medals, and important milestones. Exhibits at the Battleship could also focus on other aspects of World War II, especially regionally. For instance, the Battleship was built in the Philadelphia Shipyard and provided thousands of jobs for those in the Philadelphia area. My own great grandfather was a welder for the ship and others commissioned at the time. Considering the ship’s position in the current economy, I think a extrapolation upon the jobs provided by the construction of the ship would be heartening and informational.

In the end, I attest that the Battleship New Jersey Museum and Memorial is both an information organization and a learning organization. This has been determined utilizing class readings, my interview, the organizational structure of the ship, and the enrichments the Battleship currently offers. The Battleship New Jersey has been made to last for future generations and to constantly educate us on the past and the patriotism of being American.
Appendix

Appendix A.

Appendix B.

Appendix C.
Appendix D.

**V. Strategic Goals**

The underlying strategic goals that will guide the Battleship over the next five to seven years are outlined below:

1. Diversify earned and unearned revenues
2. Create a dynamic leadership plan
3. Enhance the guest experience
4. Strengthen the Battleship’s image and awareness in the region and nationally

For each of the above goals, strategic objectives that support the implementation of the respective goal along with specific timelines and Board/Staff responsibilities will be identified. The objectives will be integrated to support each of the identified audiences.

Appendix E.

**Benchmarks**

The following attractions/institutions are potential benchmarks for the Battleship New Jersey. Battleship staff should continue building a dialogue with these organizations to test and compare operating information, which could include attendance data, operating income & expenses, contributed income and other funding support to identify opportunities for improvement.

- Massachusetts / Battleship Cove, Fall River, MA
- North Carolina; Wilmington, NC
- Missouri; Pearl Harbor, HI
- Intrepid, New York, NY
- Independence Seaport Museum; Philadelphia, PA
- National Constitution Center; Philadelphia, PA
- Newark Museum; Newark, NJ
- Liberty State Science Museum; Newars, NJ

Appendix F.

**Organizational Leadership**

**Overview**

A. Board Leadership Discussions: Process
B. Key Issues from Leadership Discussions
C. Definition of Roles: The CEO
D. Definition of Roles: The Board
E. Committee Structure
   - Executive Committee: Roles & Goals
   - Nominating Committee: Roles & Goals
   - Development Committee: Roles & Goals
   - Finance Committee: Roles & Goals
Appendix G.

Overview of Organizational Leadership

- The Battellship has matured as a dynamic, viable cultural and naval museum and attraction...although its leadership policies and structure have lagged behind its institutional development
- The “uniqueness” of the Battellship’s organizational leadership includes:
  - Co-Chairpersons of the Board: typical of “committees” & smaller entities
  - Lack of Active Board Committees beyond Executive and Finance
  - Rotation of Board Officers: term limits for positions
  - Term Limits of Board Members: needs further discussion as various trends among Non-profits are appearing
  - Annual Board Evaluations: currently non but important assessment tool
- Annual Evaluation of the CEO: jointly establish goals & expectations; currently not completed

Appendix H.

D. Definition of Roles: The Board Focus

- Keeper of the “mission” - support the “vision”
- Must balance both “functional” and “fiduciary” roles
- Ensures “checks and balances” - governs
- Ambassadors and advocates in the community
- Ensures the CEO manages the Battellship effectively, appropriately and honestly
  - CEO manages the staff, not the Board’s role
- Evaluates the CEO annually
  - One of the Board’s most important roles
    - Written evaluation policy & practice
    - Opportunity for constructive personal & professional goal-setting
  - Jointly, the Board & CEO outline expectations
  - Define relationship with the Board & CEO
- Fund/Friend-Raising

Appendix I.

E. Board Committee Structure

- Care Committees:
  - Executive
  - Nominating
  - Finance
  - Development
  - Maintenance
- A Chairperson with two - four other Board members
- Clear expectations for the Committee
  - Role, goals, objectives & staff responsibilities identified
- Where the “work” of the Board takes place - then endorsed at Board meetings
Bibliography


5) Collins, Catherine. Blackboard Lecture notes Weeks 1 through 3.


Excellent work! The introduction to this very interesting ‘information organization’ is very good. The section on its organizational structure is excellent, and you connect it extremely well to several appropriate course readings. Although you clearly describe the organizational hierarchy, it would have been fun to see an actual chart! The sections about the manager and his managerial style are also excellent. As the manager of a small organization, I am sure he gets to do everything at one point or another! You also connected these sections extremely well with several appropriate course readings. And the concluding evaluation is also extremely well done. This is a very impressive report. It is well organized and extremely well written. You did a terrific job!

A+