TOWARD A SECOND CENTURY OF SERVICE
THE ORDER OF THE ARROW'S STRATEGIC PLAN
2013 – 2017

As the Order of the Arrow prepares to celebrate its centennial in 2015, we find ourselves increasingly centered in the current of Scouting. In many ways, we've chosen to be there, as our past several strategic plans have emphasized the alignment of our priorities with those of the Boy Scouts of America. In some ways, we've benefitted from the serendipity of simply being prepared when Scouting needed us – as evidenced in our partnerships with High Adventure, the US Forest Service, the National Park Service, the Summit Bechtel Reserve, and others. Locally, our lodges have followed the national example and increasingly integrated their programs into those of their councils, strengthening both and providing greater service to the young people who are the focus of our mission.

Now, the natural coalescence of our mission in support of the Boy Scouts of America takes the next logical step as we align this Strategic Plan with the one recently adopted by the BSA. That Strategic Plan is the touchstone from which ours springs, with all those who participated in its development being charged to center their priorities for the next four years in ways that support those of the National Council. As you will see in the plan that follows, we have chosen to present our plan as though it were an integrated component of the National Council's plan – for that is exactly what we intend for it to be. As we have built our plan in support of "our" council, we trust that local lodges will build theirs in support of their councils as well.

Adopting the approach of the BSA's "Journey to Excellence", it is our intention to use this plan and its components as a progression rather than an end in itself. Important as they are, we do not intend for the goals set forth in the plan to be destinations so much as milestones along the trail. This isn't a checklist so much as a roadmap, and the process of continuous improvement requires us to adjust, adapt, and improve as every milestone is passed.

Please take this plan, together with the National Council's Strategic Plan (referenced throughout) and a copy of your council's current strategic plan and get to know and understand them. Then develop a process – *in cooperation with your council* – to write a plan to guide your support of the council's plan in the short- and mid-term future. We suspect it will look much like this one, since the National Order of the Arrow Committee has built its plan around the National Council's plan – but it may be different in some respects *and that is as it should be* since your plan should reflect the priorities of *your* council, whatever they might be.

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NATIONAL COUNCIL STRATEGIC PLAN
2011-2015

Mission of the Boy Scouts of America

It is the mission of the Boy Scouts of America to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.

The Scout Oath

On my honor, I will do my best, to do my duty to God and my country and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake, and morally straight.

The Scout Law

A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent.

Designed Future Statement

In Scouting's second century, we are building the leaders of tomorrow. Scouting's dynamic and engaging journey beckons to America's young people. Our exciting programs and outdoor adventures inspire lives of leadership, character, and service. Relevant and adaptive, we are a trusted advocate for youth. Our adult volunteers and employees are widely admired for their leadership excellence. The Boy Scouts of America is strong and financially secure. True to our mission, Scouting reflects our nation in its ethnic diversity, and shapes our nation by developing responsible citizens.

The Obligation of the Order of the Arrow

I do hereby promise on my honor as a Scout that I will always and faithfully observe and preserve the traditions of the Order of the Arrow, Wimachtendienk, Wingolauchsik, Witahemui. I will always regard the ties of brotherhood in the Order of the Arrow as lasting, and will seek to preserve a cheerful spirit, even in the midst of irksome tasks and weighty responsibilities, and will endeavor, so far as in my power lies, to be unselfish in service and devotion to the welfare of others.

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2011 - 2015 STRATEGIC PILLARS
BSA NATIONAL COUNCIL PLAN

IMPACT & PARTICIPATION

Scouting's programs reach and make a life-changing difference with kids of all backgrounds and communities.

RESOURCES & FINANCES

The Boy Scouts of America is financially sound at all levels of the organization through a balanced funding model. Funding is not a barrier to providing programs that fulfill our mission.

BUILDING OUR BRAND

The Boy Scouts of America is known and valued by the people of our nation. Our brand is so recognized and respected that it empowers our members and enables our success.

DYNAMIC & RELEVANT PROGRAM

Scouting's programs are exciting, culturally relevant, and appealing to today's youth; attracting them at an extraordinary rate and retaining them longer.

INNOVATION & TECHNOLOGY

Scouting uses innovation and technology to support the strategic pillars and to increase the impact and potency of the Scouting movement. All members of Scouting are connected with the right information and technology tools anywhere, anytime, to any device.

YOUTH ADVOCACY & STRATEGIC RELATIONSHIPS

The Boy Scouts of America is recognized as an advocate for youth and youth issues. We are known by our members and America's families and communities as a resource for leadership, encouragement, and programs that benefit our country's youth. The strategic relationships of the BSA extend far beyond those with our traditional chartered organizations and keep Scouting relevant and adaptive.

LEADERSHIP EXCELLENCE & CULTURE

Scouting's youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement.

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THE ORDER OF THE ARROW'S PLAN IN SUPPORT OF THE BSA

Words in this typeface are taken directly from the BSA National Council plan. ***Words in italics are the additions to the National Council plan which constitute the Order of the Arrow's plan***.

IMPACT & PARTICIPATION:

Objective: The BSA measures its success by the increase in the positive, difference-making, impact it has in the lives of youth.

Order of the Arrow Strategies in Support of this Objective:

- *Develop metrics for measuring progress and outcomes of the Order in units, chapters, lodges, and sections.*
- *Articulate the OA focus on outcomes, and its coordination with Scouting's new metrics, to lodges and OA membership.*

Specific Goals:

- *Develop and implement metrics for measuring critical outcomes of Scouting, and specifically "helpfulness" and "commitment to serve others." Data will be collected about non-members (youth and adult), Scouts and Scouters, and members of the Order of the Arrow (OA)(youth and adult). Share the findings with our OA membership, Scout councils and others.*
- *Develop a definition of success, including a set of clear, measurable outcomes for Order of the Arrow program, and implement metrics for assessing performance and progress of OA chapters, lodges, and sections toward success.*
- *Implement a system to obtain feedback from OA members concerning the impact of, and their satisfaction with, the programs offered by the OA.*
- *Implement a process to provide feedback to chapters, lodges, and sections concerning the results of annual assessments, so they may compare their results to those of others, and to data provided by their councils and areas.*

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Objective: The BSA has increased its net members by retaining youth in the Scouting program longer.

Order of the Arrow Strategies in Support of this Objective:

- *Employ new national retention strategies in support of units, chapters and lodges.*
- *Match OA recruitment strategies to the interests, needs and wants of youth Arrowmen.*
- *Broaden the Order's retention objectives, or establish additional objectives, to assist councils in membership retention of non-Arrowmen.*

Specific Goals:

- *Develop and implement new metrics for measuring "retention in Scouting" as an outcome of membership in the Order of the Arrow. Data will be collected about Scouts and Scouters and members of the OA. Share the findings with our membership, Scout councils, and others.*
- *Provide chapters and lodges with new, innovative, and reliable measurement tools, strategies, reward systems, and resources to support them in increasing member retention.*
- *Improve the retention rate of youth membership in the Order of the Arrow.*
- *Leverage "Voice of the Scout" in assessment/information collection.*
- *Increase the number and/or percentage of Scouts elected who are subsequently inducted into the Order of the Arrow.*
- *Develop and introduce relevant and impactful metrics to measure, evaluate, and recognize membership growth, accounting for council-specific demographics and other environmental factors.*
- *Ensure that all OA metrics and programs are aligned with Scouting's "Journey to Excellence".*

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RESOURCES & FINANCES

Objective: The BSA is financially secure at all levels due to robust and sustainable funding models that address the current and future needs of all operating, capital, and endowment funds.

Specific Goals:

- *The National OA Committee and all lodges are financially stable with balanced budgets, appropriate cost structures, and diversified funding models.*
- *All lodges have participated in a self-assessment to evaluate their current business models. The self-assessment includes a conversation with appropriate council leadership to insure that the lodge business model is aligned with that of the council. Lodges will provide financial and other support to their councils as determined collaboratively with them.*
- *The National OA Committee, in consultation with appropriate national leadership, will conduct an assessment of the role of the Order of the Arrow endowment in support of national and/or local programs, and prepare a plan to insure that the endowment is sufficient to fulfill that role.*
- *The National OA Committee will evaluate and grow current long-term giving programs (Goodman Society) as well as short-term programs (The Legacy Fellowship) while seeking new opportunities for growth and development of its endowment.*

BUILDING OUR BRAND

Objective: The BSA brand is known and valued nationally and locally across targeted audience segments.

Specific Goals:

- *Explore the feasibility of updating the Order of the Arrow sub-brand.*

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DYNAMIC & RELEVANT PROGRAM

Objective: The BSA's programs match what today's youth both want and need.

Order of the Arrow Strategies in Support of this Objective:

- *Continue to utilize OA youth leadership vision and direction to determine what programs should be offered, modified, or eliminated, while also being conscious of the larger Scouting perspective.*

Specific Goals:

- *Assess all OA programs to determine relevancy, total engagement, and appeal.*
- *Continue to capitalize and enhance the OA's signature programs such as the National Order of the Arrow Conference, National Jamboree programs and High Adventure offerings while using our expertise to continue to development programs of relevance that are at the forefront of Scouting.*
- *Continue to technologically evolve OA resources to allow idea exchange through disciplined and useful discussion, event participation, and lodge networking.*

Objective: The BSA is known as the premier outdoor program provider and educator.

Order of the Arrow Strategies in Support of this Objective:

- *Strengthen the Order's High Adventure/Service programs to embody premier outdoor leadership, service, and self-discovery experiences.*

Specific Goals:

- *Update current OAHA program elements to focus primarily on personal growth and servant leadership, through complementing outdoor adventures.*
- *Develop a permanent OAHA program and partnership at The Summit that complements the other OAHA programs and supports the BSA's plan for this property and program.*
- *Continue to explore and develop strategic partnerships outside of the OA and BSA that augment program offerings of the OA and BSA.*
- *Develop resources for lodges to host High Adventure events that combine leadership opportunities, brotherhood, and service while creating partnerships with local organizations.*

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Objective: The BSA builds tomorrow's leaders through comprehensive youth leadership development curricula.

Specific Goals:
- *Provide lodges with the templates and guidance to co-sponsor and convene community-based conferences of youth leaders, if such programs are part of the council's strategic plan.*
- *Provide new electronic (smartphone apps) and print material about the concept of "helping other people at all times" and contributing to the work of "making our world a better place."*
- *Build a matrix of training programs by audience, topic, forum and other relevant criteria to ensure completeness of coverage.*
- *Increase participation in NLS and NLATS in each Region.*
- *Incorporate Order of the Arrow subject matter into all key and relevant Scouting training programs.*

Objective: Adult volunteers and youth leaders in every unit, district, and council are sufficiently trained and actively engaged in providing outstanding Scouting program.

Order of the Arrow Strategies in Support of this Objective:
- *Leverage our alumni base as mentors and resources.*
- *Create tools and resources for continuous personal development for local leadership outside of formal training programs.*

Specific Goals:
- *Develop a directory of OA alumni to include additional fields which may be relevant as potential resources to the Order and/or as resources to districts and councils.*
- *Develop ways to include OA alumni in roles related to mentorship, training, fund development, and other areas of meaningful impact.*
- *Implement a pilot program of peer-to-peer mentoring for lodge and section chiefs and advisers*
- *Establish regular, systemic communication with the National Council's Training Task Force.*

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INNOVATION & TECHNOLOGY

Objective: The BSA continues to upgrade and improve its enterprise-wide technology platform to meet the ongoing program objectives and business needs of the organization by defining supported standards and providing offerings that benefit from economies of scale.

Order of the Arrow Strategies in Support of this Objective:

- *Develop surveys and other processes to identify constituencies internal to the organization (e.g. leadership, high adventurers, ceremonialists, etc.) and external to the organization (i.e. parents, Scoutmasters, and professionals).*
- *Retain participant permission-based information from national and regional events in order to improve the delivery of our events, as well as a resource in looking at retention models.*

Specific Goals:

- *Enhance the re-charter process to collect additional information about membership and our leadership, and eventually to integrate lodge re-chartering with council re-chartering.*
- *Integrate individual Order of the Arrow registration/dues with unit/district/council registration.*
- *Consider a re-chartering model which allows for continuous data <u>sharing</u> throughout the year rather than data <u>collection</u> at the end of the year.*
- *Develop mechanisms for internal constituencies to communicate easily between themselves and with similar constituencies in other councils/lodges of their size/nature.*

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Objective: Youth, adult volunteers, and employees are provided with innovative technology tools and resources that enhance the overall Scouting experience and help them do their jobs more effectively.

Order of the Arrow Strategies in Support of this Objective:

- *Develop tools that allow Arrowmen in similar groups (e.g. adviser-to-adviser) to share best practices.*

Specific Goals:

- *Evolve the national Order of the Arrow website from a reference destination to an interactive destination for our constituents.*
- *Develop downloadable resources that support lodges and chapter communications. These may be an e-newsletter format that could be sent from a lodge database, like Lodgemaster.*

Objective: The BSA uses innovation to ensure that it stays market-focused and relevant to today's youth, and to continuously improve the ways in which it delivers programs, manages the organization, and serves as an advocate for youth.

Order of the Arrow Strategies in Support of this Objective:

- *Continue to evaluate and leverage technology and social media that will engage youth and connect them to the Order.*

Specific Goals:

- *Identify the interests and concerns of contemporary youth and connect them using tools and media that they already use (e.g. Facebook, Twitter, YouTube, and their successors).*
- *Provide innovative technology tools that will enhance the Arrowman experience (i.e. iPhone/Smartphone apps for programs and events).*
- *Develop a technology road map that identifies needs, changes and dates for release or improvements.*

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LEADERSHIP EXCELLENCE & CULTURE

Objective: The BSA's national, regional, and council executive boards all model leadership excellence in their active governance, resourceful commitment, and visionary guidance.

Order of the Arrow Strategies in Support of this Objective:

- *Increase national committee and key volunteer members' volunteerism with area, regional, and national boards and committees.*
- *Actively encourage our adult volunteers to take roles in their local council boards and committees.*
- *Solidify the Order's involvement in the development of Jamboree and High Adventure programs and facilities.*

Specific Goals:

- *All national committee members and key volunteers will play an active role in a national, regional, or area board, committee or program.*
- *Formalize an expectation/criterion that Lodge Advisers be considered otherwise qualified as suitable council board members or members of the council Commissioner corps, notwithstanding their role in the OA.*
- *Recognize councils which appoint the Lodge Chief and Adviser to the council executive board.*

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