



BOY SCOUTS OF AMERICA®
ORDER OF THE ARROW

Order of the Arrow Business Plan

JANUARY 1, 2017 – DECEMBER 31, 2019

The intent of the Order of the Arrow's Business Plan is to outline the areas of growth for the OA's National Committee during the 2017-2019 time period. By addressing our challenges, the body intends to create a better organization

for present and future members through a specific focus on fostering successful lodge development. This should in turn permeate the chapter and section levels.

Sustainable Membership

OUR CHALLENGES

- The current induction sequence allows for gaps that unnecessarily hinder membership growth and retention
- The pool from which the OA draws members and adult advisers is growing smaller
- There remains a prevailing perception of the OA as an “insular” organization

OUR STRATEGY

- Re-evaluate the OA’s membership requirements and determine whether or not they are serving our target audience or could benefit from revision
- Develop “off-the-shelf” products for lodges in order to establish a baseline program available to every Arrowman
- Promote and facilitate better means of “idea sharing” (e.g., best practices) through all levels of the organization
- Re-evaluate the induction sequence and determine whether it achieves the OA’s mission and purpose, and whether revising it might impact membership growth and retention
- Challenge local lodges to take specific, active roles in annual district and council events
- Emphasize the involvement of the individual Arrowman within the unit by creating a larger focus on the several programs and initiatives that impact the unit
- Explore new and innovative means of BSA membership growth and retention in collaboration with councils during lodges’ required annual meetings with Scout Executives
- Utilize pilot initiatives as a means of growing and retaining members
- Develop an actionable relationship between Cub Scouting and the OA
- Continue to promote the OA to underserved populations of the Scouting community through a specific focus on membership diversification
- Continue to foster successful transitions as part of council or lodge consolidations

Branding & Identity

OUR CHALLENGES

- The identity of the OA does not fully represent all of the opportunities offered by OA
- Our programmatic elements do not always competitively align with the needs and interests of today’s youth

OUR STRATEGY

- Clarify the perception of the OA with internal and external constituents (BSA and communities)
 - Create a clear message for parents of Scouts in the OA
 - Provide for a better understanding of the OA among Scouting professionals
 - Consolidate the various perceived identities of the OA into one clear and concise message
 - Develop OA background information and messages for public audiences with little to no Scouting knowledge
 - Provide an extensible platform for lodges, sections, and regions that fosters alignment to and adoption of the master OA identity without hindering the development of unique local color
- Conduct a review of all programmatic elements to ensure relevance to our membership and phase out those that do not directly impact a portion of our membership
- Utilize pilot initiatives as a means of testing, clarifying, and extending the OA’s identity
- Ensure that service is a key, recognizable component to the OA’s role within the BSA and the communities we serve

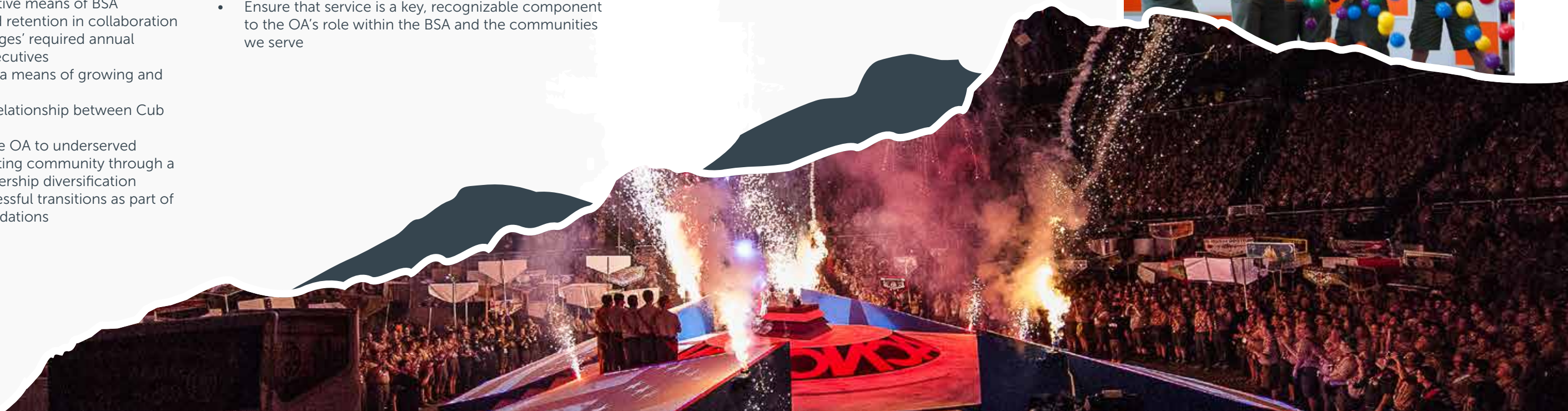
Leadership Development

OUR CHALLENGES

- Current training resources are dated and difficult to access
- Youth leadership development requires revitalization
- More, high-quality advisers are needed to build strong, local programs

OUR STRATEGY

- Focus on the importance of the “youth-led” philosophy at the lodge level
- Re-evaluate the content and delivery of the Lodge Leadership Development program
- Revitalize the National Leadership Seminar and better develop the delivery system within regions
- Continue to develop online training resources that extend to position-specific trainings for youth and adults
- Grow the number of youth opportunities for continued leadership development through experience-driven opportunities at the national level, including OA High Adventure programs
- Create concise training curriculums for national events that incorporate the many different facets of the OA
- Consider the delivery of leadership-specific training that is not OA- or BSA-centric
- Develop a selection-process template for choosing section, lodge, and chapter advisers



Reaching Our Audience

OUR CHALLENGES

- Many local lodges struggle with communicating effectively with their membership without taking full advantage of emerging communications channels
- Most OA communication channels do not educate or inform non-members

OUR STRATEGY

- Collect, analyze, and rely upon data to inform the OA's greatest challenges, needs, and effectiveness
- Continue to develop engaging visual communications for our membership
- Develop an effective mobile application for use by our members
- Regularly evaluate the effectiveness and format of OA publications, especially the Guide for Officers and Advisers and the Field Operations Guide
- Develop a robust program for educating parents, Scoutmasters, and non-Arrowmen volunteers and professionals about what the OA is and how they can best leverage its resources
- Develop a system of "pre-educating" Scouts elected into the OA about the induction sequence, especially the Ordeal experience
- Provide greater resources to lodges in developing effective, relevant communication channels in addition to physical mailers

Questions or concerns?

The national office is happy answer any questions you may have about the Order of the Arrow Business Plan. Please feel free to contact us: businessplan@oa-bsa.org

Stewardship

OUR CHALLENGES

- Maintaining a balanced budget when YOY membership declines
- Determining the best means of allocating of budget surpluses
- Reducing or eliminating cost barriers to membership in the OA

OUR STRATEGY

- Complete the Centennial Campaign and outstanding commitments to various high adventure bases and projects
- Evaluate the allocation of endowment interest and focus on core needs, operations, and the support of local lodge programs, and invest in membership growth
- Continue growth of our endowment and evaluate trading post operations as a source of revenue
- Evaluate potential cost barriers that could threaten membership growth and retention in the future

