PRESENTATION MAP

1. Grounding in mission and purpose of planning
2. Snapshot of planning model
3. Debrief on ALA research project
4. Pre-launch view of ALA Million Member Centennial Plan
5. Role of Departments in Reaching ALA Centennial Vision
WHAT IS THE KEY IMPEDIMENT TO MEMBERSHIP ASSOCIATION GROWTH?

- A basic premise of The Fifth Discipline is that organizations, economies, and people naturally grow as long as the things preventing that growth are removed. Senge says, “Don’t push growth; remove the factors limiting growth.”

- Most membership problems exist in one of the five lifecycle stages of awareness, recruitment, engagement, renewal, or reinstatement. Identifying the root membership problem can lead to a highly leveraged or efficient solution.

- Membership organizations have begun to make themselves over -- relaxing rigid rules and rituals, renewing their emphasis on local projects, turning to the Internet as a more efficient way to reach time-pressed would-be members. They're trying to convince young people, women and minorities that they are changing with the times.
Please rate the ALA's overall performance on each of its values, with "1" being not at all and "5" being exemplary. Please be candid. Honest responses help us identify future work.

- Traction of patriotism and citizenship: 4.4
- Personal integrity and family values: 4.33
- Adherence to the adopted policies and rules: 4.07
- Truthful open communication in dealing with the public and our members: 3.78
- Respect for the uniqueness of individual members: 3.49

- Service to God, our country, its veterans and their families: 2.97
- Commitment to the four founding principles: Justice, Freedom, Democracy: 2.9
Please rate the ALA’s overall performance on each of its values, with “1” being not at all and “5” being exemplary. Please be candid. Honest responses help us identify future work.

- Commitment to the four founding principles: Justice, Freedom, Democracy, Service to God, our country, its veterans and their families
- Tradition of patriotism and citizenship
- Personal integrity and family values
- Respect for the uniqueness of individual members
- Truthful open communication in dealing with the public and our members
- Adherence to the adopted policies and rules
PERFORMANCE ON MISSION (AVERAGES)

How satisfied are you with each of the following aspects of ALA’s delivery on its mission?

- Fostering patriotism and responsible citizenship: 4.1
- Supporting the initiatives and programs of The American Legion: 3.88
- Providing educational and leadership opportunities that uphold the id...: 3.83
- To increase our capacity to deliver our Mission by providing meaningf...: 3.74
- To empower our membership to achieve personal fulfillment through Ser...: 3.63

Supporting and advocating for veterans, active military and their fam...: 3.06
Awarding scholarships and promoting quality education and literacy: 3.06
How satisfied are you with each of the following aspects of ALA's delivery on its mission?

1. Supporting and advocating for veterans, active military and their families
2. Supporting the initiatives and programs of The American Legion
3. Fostering patriotism and responsible citizenship
4. Awarding scholarships and promoting quality education and literacy
5. Providing educational and leadership opportunities that uphold the ideas of the American Legion
6. To increase our capacity to deliver our Mission by providing meaningful service to our communities
7. To empower our membership to achieve personal fulfillment through service

---

- Extremely satisfied
- Very satisfied
- Satisfied
- Somewhat satisfied
- Not at all satisfied
GREATEST STRENGTHS

- Service to veterans
- Youth programming
- Service to military families
TOP AREAS FOR IMPROVEMENT

- Structure
- Civility
- Communication
- Promotion
- Membership
ONE URGENT THING TO CHANGE

- Increase awareness
- Civility/community building
- Growth
MOST PROMISING OUTSIDE OPPORTUNITIES

- Technology
- Social media
- Demographic shifts
- Large number of military returning home
MOST CRITICAL OUTSIDE THREATS

- Politics
- Competition
- Economic factors
- Demographic shifts
- Decline in volunteerism
## SWOT

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
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<tbody>
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<td>• Service to veterans</td>
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- You can see that in terms of strengths, the organization has several advantages, including service to veterans, youth programming, and service to military families. These strengths can be leveraged further with the help of technology, social media, and demographic shifts.
- In terms of weaknesses, the organization faces structural and communication challenges, which might affect its ability to reach out and engage with its target audience.
- Opportunities like technology, social media, and demographic shifts offer avenues for growth and improvement.
- Threats such as politics, competition, economic factors, and demographic shifts pose challenges that need to be addressed.

In conclusion, the SWOT analysis highlights both the organizational strengths and weaknesses, as well as opportunities and threats, providing a comprehensive overview of the organization's current situation and future prospects.
STRATEGIC ISSUES

What do the data say are the strategic imperatives that the ALA must address over the next three to five years in order to be sustainable?

❖ What are the Brutal Facts?
❖ What are our Unshakeable Beliefs?
❖ What is at issue?
❖ What is at stake?
❖ What do we know?
MOST COMPELLING FUTURE NEED

- Service to veterans
- Membership growth
- Supporting military families
TOP PRIORITIES OVER THE NEXT FIVE YEARS

- Growing membership
- Increasing public awareness
- Service to veterans and military families
VISION

If we could have the organization of our dreams and the impact we most desire, what would success look like for the ALA in 2019?
TESTS OF AN EXEMPLARY VISION STATEMENT

1. It paints a word picture that is easily visualized.
2. It is compelling and a stretch, nudging people out of their comfort zones.
3. It inspires action and prompts people to think of their individual roles.
4. It is easily remembered.
5. It gives people goose bumps!
GOALS

What must we accomplish to reach our vision?
STRATEGIES

How will we reach our goals?
INITIATIVES

What specific projects, programs, and activities will activate strategies?
STRATEGIC ISSUES – WHAT MUST WE ADDRESS OVER THE NEXT 5 YEARS?

1. Current state of declining membership
2. Leadership development
3. Unit sustainability (Community-Based)
4. ALA identity
5. Building a culture of goodwill
VISION

If we could have the organization of our dreams and the impact we most desire, what would success look like for the ALA in 2019?

By 2019, the American Legion Auxiliary’s million members will be making a difference for veterans and their families in every neighborhood.
**GOALS** WHAT MUST WE ACCOMPLISH TO REACH OUR VISION?

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Goal 2</th>
<th>Goal 3</th>
<th>Goal 4</th>
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**STRATEGIES  HOW WILL WE REACH OUR GOALS?**

**Goal 1 Attain a Million Members**

- Invest in opportunities to attract, engage, and retain members.
- Develop and implement a system of peer recruitment.
- Create multiple pathways to serve.
- Excel at communication.
- Expand internal and external alliances.
### STRATEGIES

**HOW WILL WE REACH OUR GOALS?**

#### Goal 2: Create an Internal Culture of Goodwill

- Lead by example.
- Define and cultivate and sustain a culture that fully reflects the ALA core values.
- Build trust within the American Legion Auxiliary and with the American Legion.
- Empower members.
- Implement best practices to achieve cultural change.
- Create actionable and relevant reward systems for positive behavior.
- Lead by example.
STRATEGIES  *HOW WILL WE REACH OUR GOALS?*

Goal 3 Develop Leadership at All Levels

- Remove barriers for considering and selecting leadership.
- Define and build leadership capacity.
- Invest resources in identifying and developing leadership.
- Reward innovative leadership recruitment and development practices.
**STRATEGIES**  *HOW WILL WE REACH OUR GOALS?*

**Goal 4 Strengthen Departments and Units**

- Build capacity of all Departments.
- Invest in training at all levels.
- Collaborate with Departments in developing innovative ways to improve organizational and financial performance.
- Support the Departments in the development of their Strategic Plans.
- Reward Departments that increase unit capacity.
STRATEGIES  HOW WILL WE REACH OUR GOALS?

Goal 4 Strengthen Departments and Units
Goal 5  With The American Legion, Build Brand Loyalty

- Define our brand identity and promise.
- Build awareness and preference for the ALA brand.
- Build and reward brand loyalty.
- Invest in internal and external marketing communications.
- Reward Department excellence in promoting the ALA brand.
YOUR PIECE OF THE PIE

How does this affect me?
DEPARTMENT STRATEGIC PLANS

• ALA’s Framework of Vision and Goals
• Your Strategies and Initiatives
• Your Units’ Initiatives
SATURDAY’S WORK

Specifically writing strategies and initiatives

But at 30,000 feet – perpetuating the mission and helping achieve the vision
AMERICAN LEGION AUXILIARY
STAKEHOLDER SURVEY RESULTS