



## **American Legion Auxiliary 2019-20 Centennial Strategic Plan** **Here's the [February 29, 2016](#) update about what's happening to achieve the 5 Goals!**

In 2014, the American Legion Auxiliary National Executive Committee adopted the vision for what the American Legion Auxiliary needs to look like by our 100<sup>th</sup> anniversary to remain the world's largest patriotic women's service organization advocating for veterans. To realize this vision, we must achieve the 5 goals of the 2019-20 Centennial Strategic Plan adopted by the NEC.

**Vision:** By 2019-20, the American Legion Auxiliary's million members will be making a difference for veterans and their families in every neighborhood.

**Goal 5: With The American Legion Build Brand Loyalty**

**Goal 4: Strengthen Departments and Units**

**Goal 3: Develop Leadership at All Levels**

**Goal 2: Create an Internal Culture of Goodwill** ... and if we achieve these 4, we can achieve

**Goal 1: Enhance Membership Strength**

Support of the Centennial Strategic Plan and for resourcing the Plan was resoundingly supported by the 2014 and 2015 National Convention as well as the NEC. Some 200 initiatives are in the works to implement the nearly 30 strategies supporting the 5 main goals. Leading the efforts to implement the initiatives are some 135 ALA members serving as Strategy captains and team members, Goal champions, and Implementation Team members, meeting via email and conference calls, and representing all levels of the organization.

A lot is going on to build the capacity of the ALA to be able to deliver our mission and become the great 2020 vision of making a difference for veterans and their families in every neighborhood. These 5 goals are our top priority. Read on, and be part of it all!

### **Washington D.C. Conference Update:**

#### **Goal 1 Change approved by National Executive Committee:**

A resolution was submitted to the National Executive Committee by Executive Committee to the NEC and the ALA Centennial Strategic Plan Implementation Team to modify the wording of ALA Centennial Strategic Plan Goal 1 to Enhance Membership Strength. The National Executive Committee approved the resolution on February 21, 2016. This does not require changing the Vision statement. We can still envision becoming a million-member organization, with the goal for the next three years being to enhance membership strength. Our vision is "what we hope to look like"; our goals are "what we need to achieve".

#### **American Legion Auxiliary Leadership Academy – Overview Presented**

Attendees during the Washington DC Conference heard the initial overview for the ALA Leadership Academy. As a result of the assessment findings along with other information, the organization has retained Brilljent to develop an American Legion Auxiliary Leadership Academy. This training will be a combination of delivery methods for learning how to be an effective organization and an effective leader. We are excited that we are moving forward with the recommendations by those 8000 members who participated in the assessment. Stay tuned for more details!

### **ALA Centennial Strategic Plan Strategy Teams Update:**

All teams have realized that, as the assessment found, our plan is very complicated. We know that there is a need for constant review of our plan and making adjustments so that we can succeed with the 5 Goals. As a result, some initiatives been reworked and some combined. The Implementation Team recently approved combining 5 Strategies, reducing our total number of strategies to 22. They movement of each strategy team is highlighted below with their most recent activity!

### **Goal 5: With The American Legion Build Brand Loyalty**

- Strategy C and E have been combined. The new Strategy C is, “Recognize brand loyalty and excellence in promotion of The American Legion Family brand.”
- 5-A: A new ALA Legion Family logo was designed and approved by the Legion, for ALA use. This new Legion family logo has been added to the February, 2016 version of the ALA’s branding guide. Also, Emblem Sales has begun product development on the ALA Centennial Pin, Coin, and Patch and may be available for sale as early as May 2016!
- 5-C: Our new #ALARockStars Facebook page has launched! Please go like it: <https://www.facebook.com/ALARockStars?ref=hl> and start recognizing members in your Department or Unit that are exemplary stewards of the ALA mission by using the #ALARockStars in your social media posts. This team is also developing a new, more user friendly, Junior Activities handbook. Stay tuned for details!

Have you visited [www.ALAforVeterans.org](http://www.ALAforVeterans.org) website lately? There are over 2,000 documents available to ALA members on the National website! The National website is a wealth of knowledge and this team is working hard to make sure our members know how to use it as a training tool and informational center.

### **Goal 4: Strengthen Departments and Units**

- Strategy E, “Recognize Departments that increase Unit Capacity” is now an initiative under Strategy A, “Build Capacity of all Departments. Strategy F has been renamed Strategy E.
- 4-A: This team has created a Department Executive Committee (DEC) 101 Guidelines Document. They are in their final stages of editing!
- 4-D: Once your department has come up with their own 5-Year Strategic Plan or adopted the national plan and has started implementing the plan, your Department is eligible for monetary awards up to \$1,000 per year! The ALA Centennial Strategic Plan Department Achievement Award application and instructions can be found here: [www.alaforveterans.org/awards/](http://www.alaforveterans.org/awards/)

Mid-Year Strategic Planning reports were collected and the 4-D team members are reviewing the results and will be reaching out to Departments based on their individual needs. Thank you to those who took the time to complete and submit the report!

- 4-E: This strategy team has been tasked with assessing current ALA programs by surveying Department Secretaries and Chairman. Stay tuned for their findings!

### **Goal 3: Develop Leadership at All Levels**

- 3-A: Strategy A team is reviewing their initiatives to see what needs to be added or changes to address the recommendations in the member assessment. Team members are asking questions about whether our system of electing leadership by automatic ascension from one role to the next is due to our history or if it is because the ALA is a member-based organization. Research will be conducted as to what models are used by other not-for-profits who have elected leaders.
- 3-B: This team is reviewing information on steps for building leadership by attempting to standardize leadership applications and reaching out to Girls State leadership for feedback.

- 3-C: Strategy C team looked at the term “leader” as a verb and discussed personal experiences of department leadership training as well as online training. This team is also exploring ways to assess leadership skills, and continuing research on how other not-for-profits train their leaders. Most recently, they have discussed the possibility of units/departments hosting informational sessions for those interesting in taking over specific leadership roles, where candidates could learn about what tasks that person does and what skills will be needed.

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

- The old Strategies B and E have been combined and is now, Strategy B, “Define, cultivate, sustain, and implement best practices to fulfill the ALA’s core values.”
- Strategies A and D have been combined and is now, Strategy A, “Enable members at all levels to demonstrate goodwill to internal and external audiences.” In addition, Strategy F, “Create actionable and relevant reward systems for positive behavior” is now an initiative under the new Strategy A.

## **Goal 1: Enhance Membership Strength**

- 1-A: Approximately 10-15 New Member/Rejoins have been collected since the online interest form was published on the ALA website. It can be found on the website, [www.ALAforVeterans.org](http://www.ALAforVeterans.org), by clicking on “Join.” Additionally, this team is ensuring that all Department contact information is correct, current, and available on the national website; this is no easy task!
- 1-B: This team is working together with team 1-E to merge two initiatives involving strategic alliances.
- 1-E: In an effort to build the ALA brand, increase funding, and expand membership, this team has begun brainstorming potential strategic alliances with National Headquarters staff members. This will be a large undertaking in 2016 and we thank 1-E for initiating this project!

Yes...it’s a really big undertaking, and vital if we are going to be here for another generation of veterans. Remember, achieving Goals 5, 4, 3, and 2 will make it possible to get to Goal 1 – Attain a Million Members. We can do this if we work together. Let’s all be Goal 2 stewards and keep up the good work!