**2014-2019 Centennial Strategic Plan**

**Department of Michigan American Legion Auxiliary**

**Vision**

* By 2019, the American Legion Auxiliary’s million members will be making a difference for Veterans and their families in every neighborhood.

**Enduring Core Values and Mission**

* Mission
  + In the spirit of Service, the mission of the American Legion Auxiliary is to support The American Legion and honor the sacrifice of those who serve by enhancing the lives of our veterans, military, and their families, both at home and abroad. For God and Country, we advocate for veterans, educate our citizens, mentor our youth, and promote patriotism, good citizenship, peace and security.
* Core Values
  + Our statement of values is predicted on our founding purposes:
    - Commitment to the four founding principles: Justice, Freedom, Democracy, and Loyalty
    - 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 adopted policies and rules

**Goal 1**

**Increase Membership to 35,000**

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| Strategy A  Invest in opportunities to attract, engage, and retain members. | Strategy B  Develop and implement a system of peer recruitment. | Strategy C  Create multiple pathways to serve. | Strategy D  Excel at communication. | Strategy E  Expand internal and external alliances. |
| 1. Give awards | 1. Promote advertising | 1. Promote programs | 1. Distribute welcome letter | 1. Better relationship with American Legion, Sons of the American Legion, and Juniors |
| 2. More member interest | 2. Maintain peer-to-peer recruitment | 2. Develop new idea on how to secure members | 2. Increase awareness of programs | 2. Expand relationship of outside Veteran service organizations |
| 3.Expand charter units | 3. Develop research for development | 3. Re-orient organization on ways to serve | 3. Expand communication throughout the organization | 3. Promote expansion of Juniors |
| 4. Engage involvement |  |  |  |  |

**Goal 2**

**Increase Goodwill among Members**

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| Strategy A  Lead by example. | Strategy B  Define and cultivate and sustain a culture that fully reflects the ALA core values. | Strategy C  Build trust within the American Legion Auxiliary and with the American Legion. | Strategy D  Empower members. | Strategy E  Implement best practices to achieve cultural change. | Strategy F  Create actionable and relevant reward systems for positive behavior. |
| 1. Respect all members | 1. Maintain the American Legion Auxiliary’s four founding principles | 1. Support the American Legion and its programs when possible | 1. Develop processes to get members involved | 1. Evaluate and develop best practices for cultural change | 1. Offer new incentives for positive change within the Units and Districts |
| 2. Improve communication between members within the American Legion Auxiliary, American Legion, Sons of the American Legion, and Juniors. | 2. Promote adherence to all policies and rules as set forth by National, Department, Districts, and Units | 2.Communicate effectively between the American Legion Auxiliary and the American Legion | 2. Enhance quality of the way we promote our programs | 2. Improve our treatment of members to achieve cultural change | 2. Include awards at the Department level to recognize positive change |
| 3. Implement a cultural change to empower members | 3. Improve our respect for all members | 3. Educate the American Legion on the programs within the American Legion Auxiliary and the importance of them | 3. Mentor our new members with regard to our Vision, Mission, and Core Values | 3. Analyze and assess to see that we effectively improved cultural change | 3. Maintain awards to continue to promote positive change |

**Goal 3**

**Mirror Training from Unit to District to Department**

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| Strategy A  Remove barriers for considering and selecting leadership. | Strategy B  Define expectation and build leadership capacity. | Strategy C  Invest resources in identifying and developing leadership. | Strategy D  Reward innovative leadership for recruitment and development practices. |
| 1. Educate members to reach out to all members who wish to become Officers or Chairmen | 1. Expand training to include all members from the Units, Districts, and Department | 1. Find alternative resources to enrich education of leadership | 1. Implement rewards for outstanding leadership with regard to recruitment and development |
| 2. Promote consideration of all members | 2. Develop expectations for all leadership | 2. Target members who are interested in leadership | 2. Publicize the outstanding achievements of leadership with all other Department awards |
| 3. Increase awareness of the responsibilities of all Officers and Chairmen duties within the American Legion Auxiliary | 3. Build capacity and leadership by increased knowledge | 3. Improve education for leadership in the Units, Districts, and Department | 3. Assess all achievements within leadership to continue to educate the Units, Districts, and Department |

**Goal 4**

**Strengthen Units, Districts, and Department**

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| Strategy A  Collaborate with Departments in developing innovative ways to improve organizational and financial performance. | Strategy B  Support the Department in the development of their Strategic Plan. | Strategy C  Reward Units and Districts that increase capacity. | Strategy D  Leadership Committee along with the Membership Committee in charge of promoting the Strategic Plan. |
| 1. Seek out other Departments within National for ideas to improve | 1. Promote the Department Strategic Plan within the Units and Districts | 1. Continue with current membership awards | 1. Education by the Leadership and Membership Chairmen regarding the Strategic Plan to the Units and Districts of the Department of Michigan American Legion Auxiliary |
| 2. Optimize information obtained from other Departments to develop processes to strengthen our Department | 2. Target and recruit new members, retain current members, and rejoin past members | 2.Enhance membership awards to include Units and Districts that significantly increase membership | 2. Increase awareness of the need to increase membership to sustain financial needs of the Units, Districts, and Department |
| 3. Share ideas developed with the Units, Districts, and Departments | 3. Publicize, advertise, and educate the community regarding our Vision, Mission, Core Values, and Programs | 3. Expand membership awards to include awards for individuals that assist their Units and Districts by increasing membership by recruiting 10 plus members | 3. Manage promotion of the Strategic Plan to achieve the goals set forth in the plan |

**Goal 5**

**Better Promotion of the Organization**

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| Strategy A  Define our brand identity and promise. | Strategy B  Build awareness and preference for the ALA brand. | Strategy C  Build and reward brand loyalty. | Strategy D  Invest in internal and external marketing communications. | Strategy E  Reward Department excellence in promoting the ALA brand. |
| 1. Increase communication of what we do and who we serve | 1. Increase awareness at local community events | 1. Maintain and continue support of award system | 1. Promote existing merchandise internally | 1. Promote through P/R and publications |
| 2. Publicize and educate for awareness | 2. Increase awareness through Community Service announcements | 2. Target and promote our brand to the younger generation | 2. Target outside awareness with effective communication | 2. Optimize existing awards throughout the American Legion Auxiliary |
| 3. Develop external P/R relationships | 3. Target local Community Officials | 3. Mentor and invest all members | 3. Participate in local parades | 3. Improve efforts of acknowledgment |