



NATIONAL BUSINESS PLAN 2022-2023

Scouting will exit its bankruptcy proceedings with a need to grow its membership and strengthen its program—quickly. The national OA committee will recommit itself during this period as a partner to Scouting’s goals and embrace its challenge to meet the needs of the Boy Scouts of America.

To guide it forward during the 24 months following emergence from the bankruptcy, the national OA committee will align its efforts and focus around four key strategies, and the actions required to achieve them:

STRATEGY 1

Evaluate the Order of the Arrow’s Mission, Purpose, and Identity to ensure it is consistent with the needs of the Scouting program.

- Partner with the Boy Scouts of America to ensure the OA’s mission and purpose reflect Scouting’s needs.
- Determine the future use of American Indian Culture In the Order of the Arrow Program.
- Review the OA’s positioning as Scouting’s National Honor Society and affirm its long-term role in Scouting.
- Become the model for diversity, equity and inclusion in the Boy Scouts of America by identifying and engaging leaders at all levels who reflect a variety of ages, genders, beliefs, ethnicities, and backgrounds.

STRATEGY 2

Establish a direct relationship between the national OA committee and each lodge that ensures access to the resources, knowledge and support to become high-performing.

- Clarify and simplify the expectations of a lodge and align resources accordingly.
- Provide mentoring, coaching, and training directly from the national organization to each lodge, particularly its youth officers.
- Guide lodges to support changes in council operations, including the development of a local lodge model that eases mergers and geographical challenges.
- Develop technological tools that automate critical lodge functions, such as communication and the induction sequence.
- Re-orient the OA’s training programs to emphasize the tools local leadership needs, specifically ensuring quality trained Lodge Advisers in each lodge.
- Retain youth Arrowmen at a rate 10 percent higher than BSA youth programs overall.

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STRATEGY 3

Stabilize the Order of the Arrow's youth membership by increasing the percentage of Scouts who are Arrowmen.

- Mobilize the Order of the Arrow's resources behind Scouting's most critical goal: membership growth.
- Define the expectations for OA membership experience and provide lodges the tools to deliver it—including a defined onboarding program for new members.
- Identify barriers to entry for OA membership, including cost and culture, and eliminate them where possible.
- Organize a National OA Conference designed to engage the maximum amount of Arrowmen and keep them active in their lodge.

STRATEGY 4

Develop a right-sized national Order of the Arrow structure focused on supporting lodges and delivering member experience.

- Implement a governance structure for the national organization (including the national OA committee and its volunteers) that models both diversity and accountability to the organization's mission and purpose.
- Create clear plans of succession (including term limits) for all nationally-appointed positions.
- Develop an operating model for the Order's national operations that supports program needs while remaining self-sustaining within the BSA.
- Clearly define the roles, organization, and scope of the support structures between the lodge and national organization.
- Review, then synchronize or eliminate OA programs that do not align with its mission and purpose, strengthen lodges, or grow membership.
- Re-establish and begin to recapitalize the Order of the Arrow national endowment.