

## **A LEGACY OF SERVANT LEADERSHIP**

*We find in the work of E. Urner Goodman an enthusiasm for the aims of Scouting, an appreciation for the possibilities of a youth-led and adult-supported program, and an understanding of a life enriched through leadership in service. This is the legacy of the Order of the Arrow. As we see the future through the prism of our past, it is also the legacy we intend to leave to the next generation.*

## **OUR VISION FOR THE ORDER OF THE ARROW**

As Scouting's national honor society, the Order of the Arrow is an integral part of the council's program. Our service, activities, adventures, and training for youth and adults are models of quality leadership development and programming that enrich and help to extend Scouting to America's youth.

For nearly ninety years, their peers have honored those Scouts who "best exemplify the Scout Oath and Law in their daily lives" with membership in the Order of the Arrow. This recognition provides encouragement for others to live these ideals as well. We will provide ways and means for members of the Order of the Arrow to do more to assist their units and councils, and help them succeed in doing so.

In support of our vision as Scouting's national honor society and an integral part of every council, the Order of the Arrow will further increase its service to Scouting. As we do so, the Scout Oath and Law, and the Obligation of the Order of the Arrow will guide us as they are projected through the current Strategic Plan of the Boy Scouts of America. The areas of emphasis outlined in the BSA Strategic Plan are:

- Traditional Membership and Unit Growth
- Scoutreach
- Leadership
- Marketing and Strategic Positioning
- Financial Development

The National Order of the Arrow Committee, after review of the BSA Strategic Plan, has identified the following areas of emphasis through which we can assist the national council in meeting its goals:

- Leadership
- Service
- Financial Support

It is our intention that each lodge will develop its own annual plan, in consultation with and the approval of its council leadership. The BSA Strategic Plan and the Strategic Plan of the Order of the Arrow should be integrated into the lodge's plan in ways that support the particular needs of the local council. The *Local Council Strategic Planning Workbook* provides a system for doing so; lodges are encouraged to utilize it and the materials produced by the Order of the Arrow, including programs at the 2002 National Order of the Arrow Conference, as they begin this process.

## **LEADERSHIP**

The Order of the Arrow has a proud heritage of youth leadership supported by adult advisers. We believe true leaders base their action on ethical decision-making. We understand that the nurturing of leadership skills begins with the recruitment of highly capable, motivated, and caring adult advisers. It is cultivated through high quality leadership development programs. Youth leadership flourishes when those advisers provide an environment where youth can actively practice the skills they have been taught. To insure the further development of quality leadership, we will:

### *Nationally*

- \*Regularly review, revise, add to or delete from our leadership development programs to reflect current needs.
- \*Insure that the most effective teaching methods are employed in our programs. Consideration of distance learning options and an awareness of the systems used by today's youth will be included in this assessment.
- \*Develop an initiative to enhance learning opportunities at Section Conclaves.
- \*Enhance and extend programs to assist the lodge Key 3, through the National Lodge Adviser Training Seminar, the National Leadership Seminar, and the Lodge Leader Development Course, among others –
  - In the selection and training of Lodge Advisers qualified to serve on council executive boards;
  - In support to professional Scouters in their efforts to give direction to lodges; and
  - In the integration of youth leadership into appropriate council programs and structures.
- \*Further strengthen the Lodge Assistance program, which in turn strengthens Sections and lodges in their initiatives to support council program and operations.

### *Locally, in the council*

- \*Inspire our members to provide their primary leadership in support of Scout troops and Varsity teams, assisting them with the development and implementation of adventurous programming and quality operations in their own units.
- \*Actively support council efforts to improve and extend Scouting through Scoutreach and related programs.
- \*Strengthen and expand the effective use of the Troop/Team Representative position in Scout troops and Varsity teams.
- \*Develop a plan that focuses the strengths of the lodge and its leadership on assisting the council in furtherance of its objectives.

## **SERVICE**

At the heart of the Order of the Arrow is its heritage of service, particularly in support of the outdoor program of the Boy Scouts of America. National, regional, section, and lodge service programs will enhance opportunities for service, both directly and as a means to foster the ethic of servant leadership in the unit and in the life of the individual Arrowman. Effective communication of our ideals and the means of implementing them are essential to the successful development of our members and programs. As we do, we assist the Boy Scouts of America in the recruitment and retention of its membership. Accordingly, we will:

### *Nationally*

- \*Further strengthen our relationship with the Camping and Conservation Service, Scoutreach, and the High Adventure Division of the Boy Scouts of America. We will assist each in supporting and promoting their programs.

\*Reinforce with program, materials, and training, quality inductions which will inspire members to seal their membership through the attainment of Brotherhood.

\*Develop support systems for use by the lodge in furthering Webelos to Scout transition programs and Cub Scout camping.

\*Regularly review, revise, add to or delete from our means of communication to reflect our current needs.

\*Integrate council and lodge charter renewal and membership registration to insure both quality and consistency with council and lodge needs and objectives.

\*Increase our financial and other support for Native American youth to participate in Boy Scout outdoor programs and encourage lodges to find ways to assist those with financial needs to attend their council camps.

*Locally, in the council*

\*In cooperation with council leadership, thoroughly review the lodge program in support of camping to find ways to increase the number of youth who participate in camping, and the quality of the facilities and programs available within the council.

\*Implement the Leadership in Service program.

\*Develop and pilot progressive program features that encourage campers to return to local council camps year after year.

## **FINANCIAL SUPPORT**

Program support at both the national and local council levels requires a financial foundation. The Order of the Arrow must insure that it has adequate financial resources to meet its program goals in a quality fashion, both nationally and locally. The need for endowment development and annual financial support of Scouting at both the national and local council levels will increase in the years ahead. The Order of the Arrow must be prepared to meet this challenge, and to do so we will:

*Nationally*

\*Maintain our practice of funding national operating expenses of the Order of the Arrow through charter fees, with all other programs financed through other sources of income.

\*Build our endowment in support of program to \$5 million.

\*Provide financial assistance to selected lodges in support of council outdoor program.

*Locally, in the council*

\*Support council operating and outdoor program financial needs with direct contributions through in-kind commitments and service projects.

\*Participate in council endowment through James E. West fellowships and other appropriate programs.