

Acacia

Building Men of Action

Our theme for the 2018 Acacia Strategic Plan is "Building Men of Action". The theme speaks to the fact that joining Acacia, and membership in our fraternity, is not a finite point in the development of one's character.

Rather, it is a journey that Acacians go on together. This is not a group of men that consider their journey of personal development complete, rather, it is a group of men who come together to grow together and build themselves into the men they aspire to be.

Further, it speaks to our calling as Acacians to "take a more active part and have a greater influence in the communities in which we reside." A calling to be Men of Action.

Process

During the summer and fall of 2017, the International Council began the process of development of the 2018 Acacia Strategic Plan. Over the course of the 2017-18 academic year, with final work completed in the fall of 2018, this plan was created by way of:

- Review of 2014 Acacia Strategic Plan, Post-Report, lessons learned
- Survey of undergraduate and alumni stakeholders
- Survey of undergraduate Chapter Councils
- Direct input from a working group of Brothers, representing twelve (12) chapters
- SWOT Analysis informed by all of the above
- · Completion and review of multiple drafts and edits

Framework

As a framework for the 2018 Strategic Plan, we will use the following terminology.

Pillars | Objectives | Goals | Projects | Tasks

A Pillar is one of the 4 primary areas of focus (or priorities) for our plan. Within each Pillar we have Objectives, general descriptions of the progress we want to make.

Within each Objective, we have Goals, specific accomplishments / outcomes that we want to achieve.

Once the Strategic Plan is completed, the Executive Director of Acacia Fraternity will work with the Headquarters Staff to define and execute Projects (a set of specific Tasks) that will assist us in achieving the goal.

The Vital Few

Looking back to the 2014 Acacia Strategic Plan (link to download), it is the belief of the Executive Director and International Council that in order for Acacia to be successful in today's ever-changing environment, we must focus on fewer Goals than we specified in the

2014 plan, while focusing on "the vital few" that will result in the greatest impact. In the 2014 Strategic Plan, there were 14 Objectives and 44 Goals. In the 2018 Strategic Plan, there are 13 Objectives and 21 Goals, and our intention was to set higher impact goals.

The idea is to focus on "less, but better (and more vital)" Goals. The idea is to set the right goals, yet remain adaptable.

Pillars & Rationale

The Pillars (and associated rationale) that have been identified in this plan are:

1. Growth

- The most direct path to increase membership & chapter base is to maintain existing chapters, and for those chapters to grow. In order for Acacia to continue to be an opportunity for young men, we must focus our efforts on continuing to grow our membership, chapter by chapter, man by man.
- Based on recent momentum and success in expansion, we know there are good opportunities on certain campuses, depending on a number of factors. If we can find the right opportunities, it makes sense to increase expansion operations where we can.

2. Communications

- We must effectively & accurately promote the organization in order to get men to join, to find expansion opportunities, to recruit alumni as volunteers, to maintain organizational integrity, and achieve important objectives.
- The more Acacia Brothers who can efficiently and effectively tell their "Why Acacia?" (i.e. Why did you join? Why are you involved?) the better our members will attract the right new members and the better we will combat negative stereotypes.
- We want to tell the Acacia Story on the platforms (email, social media, etc.)
 that our members frequent, to make connecting with Acacia easy and we want
 continue to adapt in this area.
- To harness the potential impact of our alumni members in order to get them involved in supporting Acacia, the Fraternity (and our chapters) must increase proactive and consistent communications and support.

(continued on next page)

3. Membership Education

- Every member that calls themselves an Acacian should have a consistent "Acacia Membership Experience", to the extent possible. We want to explore ways to insure our member education occurs in a consistent manner.
- We want to optimize our opportunities to prepare our members to succeed as students and for life after college, including around mental health.
- The better we can help prepare and equip our Chapter Officers to lead, the better they will lead our chapters, the better the fraternity experience for our members.

4. Alumni Engagement

- The more the chapter provides consistent engagement opportunities, the more alumni will interact, get acquainted, and get involved with the chapter.
- One of the greatest resources of the Fraternity are our alumni members. In order to cultivate interest in alumni volunteering to work with chapters we must communicate ways in which they can engage & stay involved with the Fraternity.

I hope you enjoy reading the 2018 Strategic plan and learning about the goals of the fraternity for the ensuing four years!

Fraternally,

Patrick W. McGovern Executive Director

W. M. MeHovom

Acacia Fraternity



Building Men of Action: The 2018 Strategic Plan for Acacia Fraternity

Acacia Fraternity has worked for years to be at the forefront of the fraternal movement. Our strategic plan for the next four years ensures that remains the case.

Listed below are the four **Pillars** and an abbreviated name for each of the **Objectives** within each **Pillar**. Read more about each of the **Objectives** in the following pages.

GROWTH

- -Reinforce Active Chapters
- -Expand Acacia

COMMUNICATIONS

- -Elevate Acacia Brand
- -Amplify myFraternity Stories
- -Boost Social Content
- -Increase Alumni Communications

MEMBERSHIP EDUCATION

- -One Membership Experience
- -Prepare Tomorrow's Leaders
- -Promote Resilience
- -Enhance Officer Education

ALUMNI ENGAGEMENT

- -Strengthen Advisory Support
- -Boost Chapter Alumni Engagement
- -Encourage Alumni Involvement



Pillar 1: Growth

The fraternity has the largest total membership in over twenty-four years and we intend to continue that trend of growth. Because Acacians are **Men of Action**, we are ready to appeal to a new generation of college students.

Objective 1.1 - Reinforce Active Chapters

Maintain base of existing chapters and support individual chapter growth

- Grow Membership to 1250 members by Fall 2020, 1500 members by 2022
- Targeted annual membership retention rates of 86% by 2019-11-01, 87% by 2020, 88% by 2021, 89% by 2022

Objective 1.2 - Expand Acacia

Increase expansion operations consistently and diligently

- 2 Expansions per year for the 2018-19 and 2019-20 academic years
- 3 Expansions per year for the 2020-21 and 2021-2022 academic years
- 4 Expansions per year for the 2023-24 academic year

Pillar 2: Communications

With a reinvigorated brand and an improved communications network, Acacia is prioritizing communications in order to bring brothers together.

Objective 2.1 - Elevate Acacia Brand

Raise Awareness of Acacia Brand and maintain consistency in Acacia Brand

- Educate chapters and members on the new Acacia brand strategy and how to use it in chapter operations starting in the 2018-19 academic year, and every semester through 2022
- Educate alumni on the new message starting 2018-19 academic year, and every semester through 2022

Objective 2.2 - Amplify myFraternity Stories

Aid and assist brothers in telling their "Why Acacia" story

 Help each chapter develop their "Why Acacia" story and a clear brand for their campus starting in the 2018-19 academic year, then annually through 2022

Objective 2.3 - Boost Social Content

Increase social media relevance, content, & following

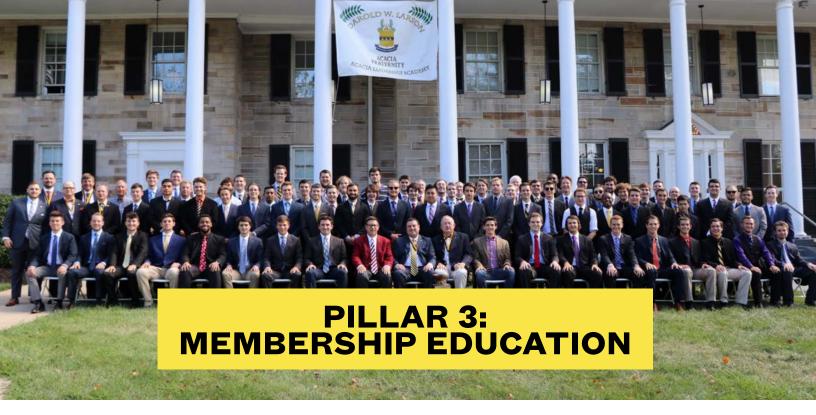
- Double the number positive "Acacia Stories Told" by May 2019; triple the number by
 2020
- Publish one (1) video post per month during the academic year

Objective 2.4 - Increase Alumni Communications

Increase regular communications to our alumni with alumni-specific content

- Publish a regular "Advisor Bulletin" to specifically target Chapter Advisors and House Corp. Presidents by Spring 2019
- Publish alumni-related content (e.g. how to engage your alumni base, etc.) by Fall 2019





Pillar 3: Membership Education

Joining a fraternity is not an experience with a finite beginning and end point. We want to ensure all segments of our membership benefit from a continuous experience of learning and growth.

Objective 3.1 - One Membership Experience

To provide a consistent membership education experience for ALL members of Acacia & Facilitate ongoing "traditional Acacia" education and training

 Develop a membership education program that is required for all chapters to utilize by Conclave 2020. Implement during 2020-21

Objective 3.2 - Prepare Tomorrow's Leaders

To provide education on life skills in order to prepare our members as successful college students and for life after college

- Complete evaluation of existing online lifeskills education tools and select tool that will best meet our needs (with potential customization) by Fall 2019.
- Implement (with customization to meet our needs) an online lifeskills education product by Fall 2020

Objective 3.3 - Promote Resilience

To Provide Education on Mental Health and Wellness to ALL members of Acacia

 Provide mental health and wellness education and training to ALL members by September 2020

Objective 3.4 - Enhance Officer Education

To provide excellent and effective officer training, preparation, and resources

 Broaden officer education by expanding the VD Summit, Regional Summits, and / or online training, by January 2020

Pillar 4: Alumni Engagement

Acacia Fraternity. Not just four years, but for life. We are committed to improving the lifelong Acacia experience and expanding opportunities for alumni engagement.

Objective 4.1 - Strengthen Advisory Support

Establishing and strengthen Alumni Advisory Teams & develop accessible training for Advisors

- Host quarterly Chapter Advisor "town halls"/ video chats, starting Spring 2019

Objective 4.2 - Boost Chapter Alumni Engagement

Boost alumni engagement with chapters

- Encourage every chapter to complete the following three items, annually, by May
 2020:
 - (1) Two or more Newsletters per year
 - (2) Verified alumni speakers for Cornerstones talks
 - (3) Host or help plan an Annual Alumni event
- Acacia HQ to Include alumni engagement training for undergraduates at Conclave/
 ALA/VD Summit starting with VD Summit 2019

Objective 4.3 - Encourage Alumni Involvement

Grow the number of involved alumni and establish individual relationships between member & Fraternity

- Verify 50% of chapters completion of Alumni Induction Ceremony by May 2019; 75%
 by May 2020; 90% by May 2021; sustain 90%
- Provide tools & resources for Alumni-to-Alumni engagement by August 2021



ACACIA FRATERNITY ORGANIZATIONAL CAPACITY

For your consideration, the following chart is included to illustrate a couple of realities that we must face as we look to the future. The Executive Director of the Fraternity and the headquarters staff has limited capacity to deliver on all of the great ideas that are out there, and our Strategic Plan objectives, while also maintaining existing programs/services, and remaining responsive and adaptable

and to our environment. **EMERGING OPPORTUNITIES** & THREATS **STRATEGIC PLAN PRIORITIES** RESOURCES **EXISTING PROGRAMS** & SERVICES

The chart is also included to illustrate that as we identify future goals we want to achieve, we must consider whether we can stop doing some of our existing programs and services, in order to free up staff time to focus on emerging opportunities and threats. This is a challenging conversation to have, yet an important one if we are to remain agile as an organization.

> See the next page for an explanation of

each category.

STRATEGIC PLAN PRIORITIES

Growth
Communications

Member Education Alumni Engagement

EXISTING PROGRAMS & SERVICES

Programs/Education

Chapter Visits | Remote Coaching ALA | Conclave | VD Summit | Gold Books Chapter Awards | Online Resources

Operations

Database | Membership Management
HQ Facility Management
RM Incident Response | Insurance Program
Financial Mgmt (Budget, Accounting, Dues)
Staffing | Expansion | Licensing | Trademarks
External Relations (Host Institutions,
Interfraternal)
Board (Council) Orientation, Facilitation,
& Meeting Planning
Facilitate Working Committees
Strategic Planning & Tracking

Communications

Brand Strategy
Acacia.org
Social Media
Triad
Crest eNews
VD Bulletin eNews
Chapter / Alumni eNews
Foundation-related emails
Foundation Annual Report formatting

Expansion & Recruitment

Educate Chapters on Recruitment Execute new expansion projects Maintain Expansion Calendar Oversee ChapterBuilder usage

EMERGING OPPORTUNITIES & THREATS

Campus Climate Legislative Issues

Single-sex/Single-gender
Public Accommodation
Student Choice
Organizational Due Process

Other Emerging and Unforeseen Issues and Opportunities

*THIS IS NOT A COMPREHENSIVE LIST OF PROGRAM AND SERVICES

