

AGCRA Strategic Plan

VISION: To be recognized by the Army's Human Resources (HR) community as the preeminent association supporting the AG Corps, all past and present HR professionals, and the active, veteran, civilian and retired membership of the Adjutant General's Corps Regimental Association (AGCRA).

MISSION: To provide a forum to inform, educate and share. Specifically, promote esprit-de-corps; foster a spirit of goodwill; promote mutual understanding; sponsor new methods; improved techniques and developments designed to promote the highest standards of the Army's HR Community while recording, and understanding the history of the AG Corps and the AGCRA.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis:

To truly become preeminent, we must take a critical look at ourselves and assess where we are to fulfill our vision and realize our goals. What we must know up front is what we are good at (strengths), where we can improve (weaknesses), what (opportunities) we can leverage and what (threats) or risks must we face.

Strengths:

- The AG Corps has been in existence since 1775; it is a Corps with a long and proud history.
- The AGCRA has a 34-year history as its foundation from which to build.
- The AGCRA is global as represented by many local chapters.
- The AG Corps is a very large community consisting of tens of thousands of active-duty, National Guard (ARNG), Army Reserve (USAR), retired, veterans, HR Civilians, Band personnel and recruiters (USAREC) who could become potential members.

- The National Executive Council (NEC) and chapter officers are dedicated and committed to the enduring success of the AGCRA.

Weaknesses:

- Membership in recent years has plateaued.
- Some chapters have very low activity and engagement.
- The retired, USAR, ARNG, HR Civilian, Band and Recruiting communities have never been formally asked to participate as a group.
- There are many members of the Army HR Community and AG Corps who do not know about or understand the AGCRA.
- Legal concerns by military lawyers have caused an unnecessary distancing between the AG Corps and the AGCRA.
- Some senior leaders do not see the value of the AGCRA and thus distance themselves from it.
- Need a USAR/ARNG advisor on the NEC; cannot adequately address the reserve community without representation.

Opportunities:

- There is an enormous market of active, veteran and retired HR/AG professionals who are waiting for the AGCRA to engage them.
- Effectively communicate our personal AG stories with our junior and mid-career Soldiers and civilians.
- Market and promote the AGCRA brand.
- Educate and inform all segments of the AG Corps about the AGCRA.
- Seek collaboration with HR professionals of other military services which do not have an association like the AGCRA.
- Consider Auxiliary membership.
- Connect with the DA Civilian CP 50 HR professional community.
- Review membership categories.
- Encourage personnel to write AGCRA awards, articles, etc.
- Increase National level professional development events with guests from all components and civilian entities such as SHRM webinars and other WebEx type forums.

Threats:

- Army policy, interpreted as, restricting collaboration between the active force and regimental/corps associations.
- Members of the AG Corps who do not see the AGCRA as a viable organization that supports the AG Corps.
- Members of the AG Corps and the AGCRA who only see the AGCRA as an awards outlet and as a result, sign up for limited membership to qualify for an award.
- Senior AG leaders who lack a true appreciation for the AGCRA.

GOALS:

1. Grow Membership

Objective(s):

Make membership more appealing.

Reach out to all members and have them educate and inform their Soldiers about the AGCRA.

Strategies:

- Review membership categories and perhaps offer other options.
- Change pricing structure to potentially reduce turnover and increase membership; there are submitted proposals to be addressed separately from this plan.
- Introduce and manage recruiting incentives for chapters and individuals.
- Actively communicate and market the AGCRA brand.
- Set quarterly recruiting goals for chapters and individuals.
- Establish a special membership team specializing in coordinating lifetime, veteran and retiree memberships.
- Develop an AGCRA app that authorizes new membership for transitioning personnel (PCS, ETS, retirement, etc.).
- Coordinate team events; hikes/skydiving/etc.
- Conduct cost comparisons to other associations like Signal or Armor.
- Offer incentives for lifetime membership.
- Consider payment plan option to purchase lifetime memberships.
- Review opportunities to grow outside the base through community involvement.
- Have representation from different market segments on the NEC to educate in how to penetrate these markets for membership (i.e., USAR/ARNG, CP 50, Bands, USAREC.).

Tasks:

- Develop feasible goals and a reward system to recognize chapters and individuals, recruiting and retention year points for chapters.
- Review and report quarterly progress with chapters based upon 10% annual net growth path.
- Provide support to chapters not meeting 10% goal.
- Engage the AG retired, veteran, civilian, band, USAREC, USAR and ARNG communities to have them compete for AG “Of the Year” awards and AGCRA awards.
- Recognize top performing chapters at the end of the AGCRA recruiting year in time for the National Ball season.
- Recruit HR professionals from other services to join as auxiliary members.

Obstacles:

- A general sense of complacency across the AG Corps and the AGCRA.
- Continuous turnover in chapters.
- Ability of chapters to effectively recruit.
- Contact information for retirees.

Metrics:

- Increase overall membership by 10% net members each calendar year (net gain of 340 in first year).
- Increase Lifetime, retiree, veteran, band, USAREC, USAR and ARNG memberships by 10% net annually.
- Number of new/existing recruiting events that promote AGCRA awareness and membership.

2. Invigorate Chapters

Objective(s): Get all chapters engaged and performing at higher levels.

Strategies:

- Open lines of communications from the NEC to the chapters.
- Have chapters conduct their own SWOT analysis.
- Coach, teach and mentor chapters to success via all AGCRA programs.
- Review and report chapter social media activity.
- Chapters open lines of communications with ASCC/Corps/Division G1s.
- Promote the AG Print and Giclees (Every HR office should have one on display).

Tasks:

- Assess chapter needs based upon their SWOT analysis.
- Execute a proactive engagement plan that includes social media marketing and recruiting.
- Assist chapters with targeting potential markets and promoting the AGCRA.
- Every Chapter participates in the “Adopt a Mile” Program or equivalent.

Obstacles:

- Complacency.
- Chapter capabilities.
- Lack of social media involvement/interest.

Metrics:

- Quarterly membership/activity totals.
- Number of AGCRA events/activities.
- Number of AG prints and Giclees being sold.
- End of year recruiting results.
- Number of new and active social media accounts.
- How many chapters participating in the Adopt a Mile programs.

3. Develop, Strengthen and Sustain the AGCRA Brand (Include Veterans, ARNG, USAR, all HR Civilians, Bands, USAREC)

Objective(s): Make the AGCRA brand more recognizable and synonymous with AG and HR professional excellence and pride.

Strategies:

- Aggressively push AGCRA information to all chapters to inform and educate.
- Utilize all legitimate social and traditional media tools.
- Enlist the honorary members of the AG Corps to speak for the AGCRA.
- Develop AGCRA talking points for all members to use.
- Special order chapter swag with local chapter info as well as national to sell locally.
- Board/recognition with coin/plaque.

Tasks:

- Push versus pull information to chapters and members.
- Have regular and consistent postings on social media.
- Arrive at five basic talking points and stick to these points in all conversations with AGCRA members and AGs everywhere.
- Push to get the AGCRA license plate for respective states.
- Publish an updated, relevant history of the AGCRA, describing how the association has changed and adapted to the changes in the AG Corps and the Army.

Obstacles:

- Severe lack of knowledge of AGCRA.
- Apathy towards the AGCRA of many AGs at all levels.
- Answering the WHY of who we are.

Metrics:

- Quarterly feedback during zoom/teleconferences.
- Increase in purchases of AG prints and Giclees and Sutler Store items.
- Increase in scholarship applications.
- Annual survey centered on whether we are meeting member needs or not.
- Survey results of members and other AGs who lack understanding of the AGCRA.

4. Deliver Quality Programs (Awards, Scholarships, Prints, Sutler Store, History)

Objective(s): Ensure all members and AGs everywhere know of AGCRA programs and are equipped to discuss them with others.

Strategies:

- Employ active marketing/information campaigns for all our programs and activities.
- Gain a baseline of members understanding of AGCRA programs.
- Make programs more appealing.
- Have an app for the Sutler Store.
- NEC helps members wishing to acquire HR certifications.
- Make the Scholarship Program more robust.

Tasks:

- Conduct membership surveys focused on AGCRA programs.
- Continuously market and promote our programs using all communication vehicles.
- Review and redesign how our programs are received based upon survey feedback.
- Provide video testimonials from past scholarship recipients conveying how AGCRA scholarships helped them.
- Develop scholarship programs/opportunities in every chapter; provide scholarship assistance such as essay/criteria writing.
- Need National assistance with lack of funds for scholarships for smaller chapters.
- Develop AGCRA historical vignettes to demonstrate relevance of the association.
- Establish a contest for a new National coin and the winner gets the first coin, article in 1775/website, AGCRA shirt, hat, etc.

Obstacles:

- Lack of participation in surveys.
- Apathy or no interest in what is being offered.

Metrics:

- Quarterly feedback during zoom/teleconferences.
- Increase in purchase of AG prints and Giclees and Sutler Store items.
- Increase in scholarship applications.
- Annual survey results centered on whether we are meeting member needs or not.

5. Earn Trust Through Improved Communications (1775, social media, zoom/teleconferences)

Objective(s): Inform and educate members and non-members so they have a better understanding and greater appreciation for the AGCRA.

Strategies:

- Institute information campaigns that promote the positive values of the AGCRA.
- Effective engagement on all social media platforms.
- Chapters appoint POCs for 1775 and social media.

Tasks:

- Gather 1775/social media POCs from all chapters.
- Gain all twitter, Facebook, Instagram, and other social media accounts into a consolidated spreadsheet and distribute in 1775/website once a year.
- Use large producing military related magazines (Army, MOAA, NCOA, American Legion, VFW, USMA, Recruiter Journal, Bands, etc.) to advertise and promote the AGCRA.
- Provide space in 1775, the website and other AGCRA social media that address reunions, events, activities, etc.

Obstacles:

- Lack of interest in AGCRA social media sites.
- Lack of participation in teleconferences/zoom meetings.

Metrics:

- New followers on our social media sites, website, etc.
- Number of chapters participating in teleconferences/zoom meetings.
- Number of chapters participating in 1775 articles.

Approved by the AGCRA NEC 12 July 2021

“Proposed”

AGCRA Recruiting Year Point System and concept

Recruiting events conducted by chapters – 5

Net growth of membership 10% per event – 10

Adding a new lifetime member – 10*

Adding 10% of chapter membership with new 3 year members – 5

Adding a new retiree – 5**

Adding 10% of Chapter membership of Band/USAREC/USAR/ARNG – 5

Adding any new members through partnering with veterans organizations like VFW,

DAV and American Legion etc. – 5

Social media recruiting – 5***

* 10 points with each new lifetime member.

** 5 points with each new retiree

*** 5 points each new member from social media recruiting.

Approved by the AGCRA NEC

_____ Date