



MOWW STRATEGIC PLAN 2011 - 2015

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2011-2015 MOWW® Strategic Plan

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The Military Order of the World Wars®

2011-2015 Strategic Plan

1. Motto, Vision and Mission.

- a. Motto. "It is nobler to serve than to be served."
- b. Vision. To be a preeminent veterans organization in which Companions can engage in fulfilling the precepts of the Preamble, grow membership, strengthen national security, expand patriotic education programs, improve the financial position of the Order, strengthen law enforcement and homeland security programs, improve communications with Companions and chapters within the Order, and increase national and local visibility of the Order and its activities.
- c. Mission. The Military Order of the World Wars (MOWW) is organized to provide opportunities for officers, be they active duty, Reserve or National Guard, of the US Army (USA), US Navy (USN), US Air Force (USAF), US Marine Corps (USMC), National Oceanographic and Atmospheric Administration (NOAA), and the Public Health Service (PHS), to unite in selfless service to the United States of America through the ideals set forth in the Preamble to the Constitution and Bylaws of the Military Order of the World Wars (MOWW):
 - 1) "To cherish the memories and associations of the World Wars waged for humanity;
 - 2) To inculcate and stimulate love of our Country and the Flag;
 - 3) To promote and further patriotic education in our Nation;
 - 4) Ever to maintain law and order, and to defend the honor, integrity, and supremacy of our National Government and the Constitution of the United States;
 - 5) To foster fraternal relations among all branches of the Armed Forces;
 - 6) To promote the cultivation of Military, Naval and Air Science and the adoption of a consistent and suitable policy of National Security for the United States of America;
 - 7) To acquire and preserve records of individual services;
 - 8) To encourage and assist in the holding of commemorations and the establishment of Memorials of the World Wars; and
 - 9) To transmit all these ideals to posterity, under God and for our Country, we unite to establish The Military Order of the World Wars."



2. Purpose.

- a. Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people.
- b. Various business analysis techniques can be used in strategic planning, including SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), PEST analysis (Political, Economic, Social, and Technological), STEER analysis (Socio-cultural, Technological, Economic, Ecological, and Regulatory factors), and EPISTEL (Environment, Political, Informatic, Social, Technological, Economic and Legal).
- c. Strategic planning is the formal consideration of an organization's future course. Strategic planning also provides a road map for continuity, consensus and direction through the one-year tenures of future Commanders-in-Chief. All strategic planning deals with at least one of three key questions:
 - 1) "What do we do?"
 - 2) "For whom do we do it?"
 - 3) "How do we excel?"
- d. There are many approaches to strategic planning but typically a three-step process may be used:
 - 1) Situation. Evaluate the current situation and how it came about.
 - 2) Target. Define goals and/or objectives (sometimes called ideal state)
 - 3) Path/Proposal. Map a possible route to the goals/objectives

3. Strategic Goals.

- a. Reinvigorate Chapters and Regions. Motivate participation of Companions at all levels. Actively work on recruitment and retention of members vital to growth. Reduce the average age of members by 1% each year and grow living membership by 1.5% a year.
- b. Enhance Financial Management. Acquire stable, broad-based financial and non-financial resources to support the programs and growth envisioned in this strategic plan. Develop a program by which Companions make donations and gifts, and establish trusts, to MOWW as part of their estate planning.
- c. Increase National and Local Visibility of the Order. Restructure the MOWW web site to make it user friendly and appeal to a broader audience with consideration also given to establishing a national blog. Develop Facebook and Twitter capabilities. Build public



awareness of MOWW through increased chapter presence and marketing via local chapter website links to the national MOWW website, and through local chapter marketing efforts.

- d. Enhance National, Region and Chapter Communications. Chapters must communicate with members in a timely manner. National Officers should visit as many chapters in their area at least once, and attend all Region or Department meetings held.
- e. Inspire Speaking, Writing and Management Talent. MOWW should focus on its core strengths in National Security, Patriotic Education, Youth Leadership, Scouting, ROTC and Homeland Security, and focus on programs in the community using these talents.
- f. Enhance Program Management and Evaluation. Assess program content, results and needs, and report on such matters at least twice a year, or more frequently if circumstances dictate. Develop topical websites (as desired), Youth Leadership, National Security, and link them to the national MOWW website.
- g. Improve Organizational Operations and Management. Continually improve MOWW operations, processes and products to best support MOWW programs.

4. Programs

- a. National Security (GOAL: Inspire Speaking, Writing and Management Talent).
 - 1) NS-1. The National Security Committee will maintain a National Security website, linked to the national MOWW website. It will contain such features as may be supportive, to include information on a national speakers bureau, articles of national security interest, recommended national security readings, and copies of appropriate speeches by Companions of the Order and by non-members.
 - 2) NS-2. Every chapter should establish a national security committee and a speaker's bureau composed of chapter members willing to speak locally or regionally on specific matters within their areas of expertise. Local committees will maintain a file of appropriate speeches that can be made available for presentation to appropriate audiences by interested Companions or other parties. Failure to establish a formal program with clearly defined national security duties and functions will make a chapter ineligible to compete for the National Security Award.
 - 3) NS-3. The National Security Committee has oversight responsibility for the establishment and maintenance of the national speaker's bureau, and for maintaining a database of appropriate outside speakers whose appearances at appropriate functions of the Order may command a speaker's fee.
- b. Patriotic Education (GOAL: Inspire Speaking, Writing and Management Talent).
 - 1) PE-1. Set a theme at national level for Patriotic Education (PE) throughout the Order. The focus: be one of the 10% that will lead in any crisis, understand the US Constitution and Bill of Rights are our national anchors, understand and support the



Free Enterprise System and use our American History to demonstrate the uniqueness of freedom in the United States of America.

- 2) PE-2. Find or lead in developing a symposium of other organizations so as to develop stronger Patriotic Education programs throughout our nation. Begin an International Program, which could include co-sponsorships, a National Youth Leadership Conference, etc.
 - 3) PE-3. Develop a National Public Relations Program and then select a national spokesman that can project MOWW's programs and help develop it. Select target audiences, etc.
 - 4) PE-4. Establish a separate Patriotic Education section on the revitalized national MOWW website and include appropriate links to other MOWW Patriotic Education (PE) web sites, organizations involving leadership, free enterprise, civics, social studies, Bill of Rights Institute, etc.
 - 5) PE-5. All chapters of MOWW should support Patriotic Education programs by providing financial and organizational support to PE programs within their respective communities, and by providing community veteran forums, flag education, etc., to elementary, middle and secondary schools. In addition, MOWW organizational elements should provide specific PE according to size of chapters as follows:
 - a) Small size: Send a minimum of five (5) high school students to a 3-5 day Youth Leadership Conference (YLC).
 - b) Medium size: Organize and support a single day high student or two (2) day YLC.
 - c) Large size: Organize and support a 4-5 day high school Youth Leadership Conference (YLC) in their region. The Patriotic Education Committee (PEC) will assist regions and departments in developing and achieving the above goals. (See PE-7 below.)
 - 6) PE-6. The YLC core curriculum will be 50% Leadership, 30% Patriotism, and 20% Free Enterprise at least for all Multi-Day YLCs.
 - 7) PE-7. In preparation for program growth, approve and fund YLC Director training to ensure consistent instructions at all sites. Give consideration to establishing mobile training teams that could conduct conferences at locations not currently supported.
 - 8) PE-8. The PEC will supervise volunteer and youth protection program to insure standards are met and continued to maintain our insurance coverage
- c. Legislative Liaison (GOAL: Enhance National, Region and Chapter Communications).
- 1) LL-1. The Chairman or the Vice Chairman, Legislative and Resolutions Committee, should reside in the Washington, DC, area, as this is the seat of legislative power.



- 2) LL-2. A significant number of the members of the Legislative and Resolutions Committee should be willing and able on a regular basis to attend Congressional hearings on matters of interest to the Order.
 - 3) LL-3. Committee members will communicate regularly with members and staff of the House and Senate Armed Services Committees and their Subcommittees, Authorizations and Appropriations Committees (and their subcommittees) and other appropriate committees of Congress, to introduce the Military Order of the World Wars and our adopted policies.
 - 4) LL-4. Companions of the Order are urged to maintain contact with their Senators and Representatives, and to visit them frequently in their home offices during periods of congressional recess.
 - 5) LL-5. Resolutions adopted and passed at the National Convention should be prioritized by the Committee and delivered directly to Congressional Committee members that may be affected, e.g., defense, national security, homeland security, veterans. Region, department and chapter commanders should also contact their Congressman and Senators to pass along the Resolutions.
 - 6) LL-6. The Chairman of the Legislative and Resolutions Committee or his/her representative will report to the National Conventions and or Mid-Year EXCOM on legislative activities during the period since the last such report.
 - 7) LL-7. The Committee Chairman (with Chief of Staff) will determine how many MOWW members are elected members of Congress and schedule a breakfast meeting with them and key members of the National staff to go over programs being sponsored and promoted by chapters of MOWW.
- d. Advertising, Merchandise and Sales (GOAL: Enhance Financial Management).
- 1) AMS-1. The MOWW Chief of Staff is charged with protecting the Order's name, logo and name of the *Officer Review*[®] magazine.
 - 2) AMS-2. The MOWW Chief of Staff will develop procedures for the licensing of manufacturers and distributors of protected items, including those manufactured or distributed by sub-elements of the Order.
- e. Endowment Funding (GOAL: Enhance Financial Management).
- 1) EF-1. An MOWW endowment goal of \$7.5 million should be achieved to fund the future operations of the Order. Trustees should develop a quarterly statement as to individual trust value and performance, and distribute it to EXCOM members.
 - 2) EF-2. The national MOWW website should include Legacy Giving Program information. A notice should be placed in *Officer Review*[®] magazine annually, detailing the procedure for donating funds or property to the Order through wills and trusts.



- 3) EF-3. An *ad hoc* committee will be established, consisting of the Order's Treasurer General, the Judge Advocate General, a member of The Board of Trustees and the Chief of Staff for the purpose of establishing, monitoring, and recommending changes to the endowment policies of the Order. They will report at the Mid-Year EXCOM meeting and the national convention.
- f. Fiscal Management and Fund Raising (GOAL: Enhance Financial Management).
- 1) FMFR-1. Financial Management. Ensure the financial health of the Order—for the short, mid and long-term. Develop and administer a strategy to increase the value of the Order's investments and the dividends supporting the Order's activities. The National Headquarters will establish a MOWW Five Year Fiscal Plan and update it annually.
 - 2) FMFR-2. Fund-Raising. Develop and administer appropriate fundraising programs of a continuing and special nature, both within the Order and from external sources, to benefit the Order and the programs it supports or administers. Such programs should include the development of a marketing plan/campaign designed to offer MOWW-branded merchandise to Companions of the Order. Such programs should also include membership programs that recruit and retain Companions in increasing numbers.
 - 3) FMFR-3. Charitable Giving. Develop and administer a "Charitable Giving Program" (via volunteer efforts) to identify to the Order's Companions the means to understand donation options. During meetings and events at all organizational levels, in the "Officer Review" magazine, etc., encourage fellow Companions to donate to the Order in their wills, trusts and estates. Develop and distribute a "Charitable Giving Guide" summarizing how Companions may donate to the Order, to include specific wording for their wills or for the various types of trusts.
 - 4) FMFR-4. Donator Recognition. Develop and administer a Donor Recognition Program for Companions and others who donate money to the Order. Recognize donors appropriately based on the amount donated, i.e., via certificates, lapel pins, medals, etc. These recognition items should be formally presented during Chapter, State, Department, Region or National events, depending upon the amount donated. Such donations may also be recognized in chapter newsletters, the "Officer Review" magazine, the MOWW Honor Donor Wall, etc., again as appropriate given the amount donated. If the donor requests anonymity, the Order will respect their wishes but still acknowledge their tax-deductible donation to them, which acknowledgement should be sent directly to the donor for his/her tax records. Families of those donating will also be acknowledged.
- g. Budget Process (GOAL: Enhance Financial Management). (See also Appendix B.)
- 1) B-1. The Budget Committee will prepare the Budget Calendar for the next execution year plus four program years as a part of the annual Strategic Budget Forecast. This



budget forecast will be presented to the EXCOM of the General Staff and the national committee.

- 2) B-2. The EXCOM of the General Staff will adopt the Five-Year Budget Forecast and present the Annual Budget to the National Convention for its approval.
- 3) B-3. The Chief of Staff should submit a Salary and Benefits Review not less frequently than every three years to the Budget Committee to ensure that salaried MOWW employees are fairly compensated.
- 4) B-4. The Budget Committee will develop as soon as possible a long-term Capital Expenditures Plan, which will become an Appendix to the Strategic Plan.

h. Recruiting and Retention (Goal: Reinvigorate Chapters and Regions).

- 1) RR-1. Recruitment and Retention will be two separate, though related, functions under the Membership Chairman. The Officer Review[®] magazine should periodically publish articles concerning recruiting and retaining members.
- 2) RR-2. Reduce the average age of the Order by 5% over the next 5 years by recruiting younger members.
- 3) RR-3. Chapters should regularly stress recruiting and retention at every meeting, develop a program whereby sponsors assist those they recruit with taking an active role in chapter activities, motivate those recruited to seek leadership opportunities, reduce delinquent dues, etc.
- 4) RR-4. Recruit specifically to such trans-generational activities as YLC, BSA/GSA, ROTC/JROTC and Law Enforcement.
- 5) RR-5. Increase the National membership by 1.5% per year during next five years.
- 6) RR-6. The Membership and Publicity Chairmen will develop and implement a membership campaign for use by region, department, state and chapter commanders.
- 7) RR-7. The Membership Committee shall conduct a sample “exit survey of those who resigned their memberships, or who were dropped from the rolls for non-payment of dues. This survey will be on going and a report of its findings twice annually, i.e., for the Mid-Year EXCOM meeting and the National Convention.
- 8) RR-8. The Membership Chairman shall develop, and the Order will execute a membership targeted specifically toward the National Oceanic and Atmospheric Administration (NOAA) and the Public Health Service starting in 2011.
- 9) RR-9. Chapters must develop programs to reduce the number of Companions in “Non-Payment of Dues (NPD) status to zero. It is critical that Chapter Commander, the sponsor of the NPD member and/or the chapter staff take steps to motivate



Companion participation in chapter activities by giving new members a role to play in chapter programs and activities—especially those of interest to the member.

- i. Information and Publicity (Goal: Increase National and Local Visibility of the Order).
 - 1) IP-1. The Chief of Staff should identify a dedicated funding source to revamp and update the Order's National Website home Page. See the assistance of a professional website designer to make the site more appealing to a broader base of Companions. This update will help revitalize the chapter recruiting efforts, stimulate the retention efforts and still be utilitarian to the current chapter commanders, committee chairman, and any interested Companion.
 - 2) IP-2. Assist chapters in the production of a professional designed video to be used by chapter speaker bureaus in their presentation to community and veterans groups. Also use this as a recruiting tool.
 - 3) IP-3. Encourage Regions, States and Chapters to develop their own web sites to assist in keeping Companions and other interested parties informed of their activities.
- j. Communications and Training (Goal: Increase National and Local Visibility of the Order).
 - 1) CT-1. Educate the membership about the value of using the national MOWW website through tips and workshops. Ensure the national MOWW website has links to all chapters and regions, as appropriate. Those organizations, committees, boards, etc., and individuals listed in the National Directory are responsible for updating the directory as changes in the information presented occur.
 - 2) CT-2. Share such compelling reasons for establishing and using local web sites and exploiting E-mail as the fact that it saves money for organizations and individuals money, and that it improves the timeliness of information sharing.
- k. *Officer Review*[®] Magazine (Goal: Increase National and Local Visibility of the Order).
 - 1) ORM-1. Maintain quality and visibility of the *Officer Review*, while sustaining a self-supporting entity of the Order.
 - 2) ORM-2. The Editor-in-Chief of the *Officer Review* will continue to select appropriate material for the MOWW readership, with specific emphasis placed upon recruiting new members, publishing the exemplary work of the Order, providing a forum for Companions, and providing needed information for quality chapter management.
 - 3) ORM-3. Without sacrificing readership, encourage the membership to access the magazine online.
- l. ROTC Program (GOAL: Inspire Speaking, Writing and Management Talent).
 - 1) ROTC-1. The ROTC Committee will continue to encourage Chapters to increase, whenever possible, the number of ROTC/JROTC units they support. Information on



- the planned locations and activations of new ROTC/JROTC units will, when activated, be provided by the ROTC Committee to the Chapters, as soon as it is available.
- 2) ROTC-2. Whenever possible, a Companion familiar with the Department of Defense ROTC programs and policies, such as a former or serving Senior or Junior ROTC Instructor or Professor of Military Science, should be named Chairman of the ROTC Committee.
 - 3) ROTC-3. Chapters should submit an annual ROTC Report, as outlined in Appendix C of the MOWW Handbook.
 - 4) ROTC-4. Relationship with ROTC honorary societies (Scabbard & Blade, Pershing Rifles and Arnold Air Society). Chapters should implement provisions for support of these societies by mentor program. Look for members of cadet ranks and their instructor cadre. Chapters need to identify members of these groups.
- m. Boy and Girl Scout Program (GOAL: Inspire Speaking, Writing and Management Talent).
- 1) BGS-1. Clarify and implement the awarding of the MOWW BSA Community Service Award to Companions who are active adult scout leaders. They should meet the established BSA criteria for their (Square Knot) award.
 - 2) BGS-2. The Scouting Committee will act to determine the effectiveness of the MOWW Girl Scout program. 2012 will be the 100th anniversary of the Girl Scouts of USA. Encourage Chapters and Regions to locally recognize the Girl Scout programs and report effectiveness.
 - 3) BGS-3. Chapters should recognize and identify those Companions are BSA Eagle Scouts or GSA Gold Award recipients. They should be used when attempting to expand the level of chapter and region involvement in scouting programs.
 - 4) BGS-4. Program information will be exchanged periodically between MOWW, BSA, and GSA-USA through articles written by each organization for inclusion in the official publication of the other.
- n. Law and Order (GOAL: Enhance Program Management and Evaluation).
- 1) LE-1. The Law and Order Committee will conduct an in-depth review of how MOWW can strengthen our support programs for Law and Order, particularly in view of the current Global War on Terror.
 - 2) LE-2. The L&O Committee shall encourage all chapter law and order chairmen to review the Law and Order Chapter Project Guide found in the MOWW Handbook to select one or more projects to achieve each year. Chapters should build long-term relationships with local agencies through strong chapter support.



- 3) LE-3. Chapters are encouraged to support local organizations with like interests in Law and Order programs.
- o. Homeland Security (GOAL: Enhance Program Management and Evaluation).
- 1) HS-1. The Homeland Security Committee will provide a website link to the national MOWW website. This HSC website will outline responsibilities, functions and activities. It will also have links that can be used by Companions Order-wide as an information resource.
 - 2) HS-2. Chapters should form Homeland Security committees to work with local authorities and media to educate the public on Homeland security issues.
 - 3) HS-3. Chapters should make every effort to have a speaker on Homeland Security during the year on this subject, and honor and recognize personnel supporting these efforts.
 - 4) HS-4. The Homeland Security Committee will provide a National Award to encourage chapters to support the program
- p. Commemorations and Memorials (GOAL: Enhance Program Management and Evaluation).
- 1) CM-1. Initiatives to locate and catalog all MOWW-supported memorials are encouraged and supported by the leadership of the Order.
 - 2) CM-2. The Memorials Committee, in coordination with the Chief of Staff and the Historian General, will develop the means to maintain and preserve the memorials inventory in historic records and on the MOWW web site. The memorials will be reported in Officer Review magazine.
- q. Awards Program (GOAL: Enhance Program Management and Evaluation).
- 1) AP-1. The Awards Committee will continually review our current awards structure and eligibility criteria.
 - 2) AP-2. New awards will be considered, based upon input from Companions of the Order.
 - 3) AP-3. Continual emphasis should be placed at all levels upon recognizing with an appropriate award every Companion who contributes significantly to the Order's mission.
 - 4) AP-4. Appropriate awards will be given to recognize non-Companions within our communities who reflect the ideals set forth in the Preamble to the Order's Constitution.



- 5) AP-5. Each region, state and chapter should nominate one deserving Companion each year for the MOWW National Citation.
 - 6) AP-6. Each chapter is encouraged to submit applications for the Chapter Activities Award and the various other committee awards for national recognition.
- r. Constitution and Bylaws (GOAL: Enhance Program Management and Evaluation). CBL-1. The Constitution and Bylaws Committee will continue to review proposals from any Companion or subdivision (chapter, department, state or region) of the Order, seeking to amend the MOWW Constitution or Bylaws in accordance with the respective amendment articles included in each document.
- s. Convention and General Staff Meeting Planning and Operations (GOAL: Enhance Program Management and Evaluation).
- 1) NC-1. All responsibility for National Conventions rests with the National Convention Committee, under supervision of the Executive Committee of the General Staff (EXCOM).
 - 2) NC-2. The National Convention Committee will review the MOWW Convention Planning Guide annually and will revise it as necessary.
 - 3) NC-3. To maximize attendance at National Conventions, the format of those meetings will be modified as appropriate to reduce the administrative business sessions and to expand the education, motivation, integration and entertainment portions, without increasing costs to the delegates, guests and other attendees.
 - 4) NC-4. The Chairman, National Convention Committee, will present the Convention After-Action Report to the EXCOM not later than the Mid-Year EXCOM meeting. Among other issues, this report will include all published material (convention agenda, booklets, etc.), list lessons learned, make recommendations and propose specific changes to the MOWW Convention Planning Guide.
- t. Role of the Past Commanders-in-Chief (GOAL: Inspire Speaking, Writing and Management Talent).
- 1) OM-1. The experience and recommendations of the Order's Past Commanders will—on an advisory basis—be sought, solicited and factored into critical decisions made by the current Commander-in-Chief and the EXCOM.
 - 2) OM-2. Past Commanders-in-Chief should identify and encourage the advancement within the Order of Companions who demonstrate extraordinary leadership. Their insights into such matters will always be advisory, and should never be viewed as directive. Past Commanders-in-Chief should refrain from becoming involved actively in any way in campaigns for any national offices of the Order.
- u. Role of the Council of Region Commanders (GOAL: Improve Organizational Operations and Management).



- 1) OM-3. The Council of Region Commanders recognizes the experience and expertise of those commanders between the chapters and the National Headquarters (i.e., State, Department and Region Commanders) and the impact they have on the organization and the management of the Order. The Council provides them the opportunity to provide input directly to the EXCOM on an advisory bases. Its membership is composed of region, department and state commanders.
 - 2) OM-4. The Council of Region Commanders shall identify, evaluate and address issues that impact the operations and management of the Order, develop recommendations for providing assistance, mentoring, development and revitalization of weak chapters, states, departments and regions.
- v. National Committee Restructuring (GOAL: Enhance Program Management and Evaluation).
- 1) OM-5. The Executive Committee of the General Staff will review annually the effectiveness and efficiency of the various committees, with a view toward combining closely related functions or eliminating those whose entire functions have become institutionalized.
 - 2) OM-6. *Ad hoc* committees will be dissolved when the purpose(s) for which they were established no longer exist, or will be made permanent in order to address continuing functions and purposes.
 - 3) OM-7. The Committee needs to consider the size of General Staff. The number of Chapters has been reduced and membership is down. The number of members running for GSO elected is off for past two years. Consider reducing the GSO to match number of vice commanders (5). These to be all appointed by the new Commander-in-Chief.
- w. National Seminars (GOAL: Inspire Speaking, Writing and Management Talent).
- 1) OM-8. The National Convention-National Seminar Committee will investigate various presentation options for training seminars. Consideration should include investigation of off-site training possibilities, using packaged materials. A cost estimate will be prepared for consideration by the Budget Committee in conjunction with any new initiatives submitted after current projects are finished.
 - 2) OM-9. A chapter's work in new chapter development activities should be recognized in the national competition for the "Best Chapter Award." (Points for it added: 500.)
- x. Headquarters Management (GOAL: Enhance National, Region and Chapter Communications).
- 1) OM-10. The Headquarters will implement modern personnel management programs, including Organization and Functions statements and Job Descriptions, which shall be published as an Organization and Functions Manual or Letters of instruction.



- 2) OM-11. The Chief of Staff, in coordination with the EXCOM will develop and implement a performance rating system to evaluate the performance of each employee, for the purposes of providing constructive feedback and as a basis for awarding merit pay increases and bonuses.
 - 3) OM-12. The performance rating system must allow for employee input by the annual development of performance goals jointly with the supervisor.
 - 4) OM-13. The Chief of Staff will develop, renew periodically and update as appropriate a program of merit pay increases and bonuses based upon documented performance.
- y. Headquarters Automation (GOAL: Enhance National, Region and Chapter Communications). OM-14. The National Headquarters will establish a separate five-year National Headquarters Automation Plan (NHAP), to include outlining hardware, software, connectivity requirements, and financial requirements which will also be listed in the MOWW five-year Fiscal Plan.
- z. Risk Management (GOAL: Enhance Program Management and Evaluation). OM-15. National officers will continually assess liabilities associated with organizational activities and programs, e.g., Youth Leadership Conferences, and develop programs to reduce the Order's exposure to adverse outcomes.
- aa. Handbook (GOAL: Enhance National, Region and Chapter Communications). OM-16. The Chapter Activities Committee will review and update pertinent sections of the MOWW Policy Handbook at least every three years, to include appropriate cross-referencing with the provisions of the Order's foundational documents and other guiding documents.

5. Summary

- a. Strategic Planning is a continuing evolutionary process, which must consider the experienced input of the national leadership of the Order, including the committee chairmen responsible for the development, execution and maintenance of the Order's various programs and functions. The Strategic Plan charts a course for the Order and orients the continually changing leadership toward achieving agreed-upon goals in support of MOWW's mission.
- b. The success of the Order is increased when its leadership at all levels is committed to building upon a vision of success shared with the membership. For this reason, the active participation of as many representatives of the Companions is essential in developing a consensus vision for the Order, to make the MOWW vision a reality.



APPENDIX A

MOWW Investment Policy

- A.** Intent. The intent vis-à-vis MOWW Investment Policy is to establish a guiding philosophy to guide the Order, its officers and its Board of Trustees.
- 1.** The Order, in whole and/or in part, will abide by “The Prudent Man Rule,” which directs trustees "...to observe how men of prudence, discretion and intelligence manage their own affairs, not in regard to speculation, but in regard to the permanent disposition of their funds, considering the probable income, as well as the probable safety of the capital to be invested."
 - a.** Under the Prudent Man Rule, when the governing trust instrument, state law is silent concerning the types of investments permitted. The fiduciary is required to invest trust assets as a "prudent man" would invest his own property with the following factors in mind: the needs of beneficiaries, the need to preserve the estate (or corpus of the trust) and the amount and regularity of income. The application of these general principles depends on the type of account administered.
 - b.** The Prudent Man Rule requires that each investment be judged on its own merits. Isolated investments in a portfolio may have been imprudent at the time of acquisition. However, as a part of a portfolio designed under a strategy, e.g. a hedge fund, the investment could be prudent. Thus, a fiduciary may not be held liable for a loss in one investment.
 - c.** Under the Prudent Man Rule, speculative or risky investments must be avoided. Certain types of investments, such as second mortgages or new business ventures, are viewed as intrinsically speculative and therefore prohibited as fiduciary investments. As with any fiduciary relationship, margin accounts and short selling of uncovered securities are also prohibited.
 - 2.** The investment policy and objectives regarding the Trustees' management of MOWW monies must be clearly understood. The Trustees will ensure the Executive Committee (EXCOM) of the General Staff Board, the General Staff, the National Headquarters Staff, investment consultant(s) (if any), and Companions attending the National Convention have a clear understanding of investment status and performance, and what is generally expected of them individually and collectively.
 - 3.** The Order desires to maximize cash flow to help meet current operational needs. Cash flow will be derived from invested capital in the form of dividends, interest and, if necessary, capital gains or return of capital when scheduled as a distribution from an investment vehicle. It is the Order's interest to maximize cash flow, in accordance with MOWW investment policies, etc. It is also the Order's long-term objectives to preserve its financial foundation and grow its net worth.

**B. Policy.**

1. Portfolio securities considered appropriate to meet the investment goals of the Order shall include: equities; listed large capitalization and small capitalization companies; bonds (both Government and Corporate); mutual funds comprised of equities, debt, or a combination thereof, open or closed end; Certificates of Deposit, Bank Acceptances and Notes and money market mutual funds comprised thereof.
2. Quality of selected investment vehicles should follow the “Prudent Man Rule:” The degree of acceptable risk would be those investments that would not exceed the risk one would be willing to take for themselves.
3. Corporate bonds should be rated B+ or better. Equities should have a favorable (*i.e.*, a “buy”) recommendation coming from a respected brokerage firm and confirmed by a second source at the time of acquisition. Liquidity is a major consideration. Specifically considered not appropriate are: Limited Partnerships of any type, real estate, derivatives and hedge funds, gems, works of art, commodities, options except for covered calls, coins, precious metals and any other like investment that represents a high risk (volatility) or lacks liquidity. Cash will be managed, and balances in excess of \$1,000 will be subscribed to an appropriate money market fund or other like interest-bearing account until withdrawn or otherwise invested.

C. Definitions.

1. Investment Policy: Describes the acceptable parameters of investment vehicles that may be used to achieve goals established, *i.e.*, stocks, bonds, mutual funds and a statement of acceptable quality and degree of liquidity. Reference is made to the “Prudent Man Rule:” The degree of acceptable risk would be those investment instruments which would not exceed the risk you would be willing to take for yourself. Desired liquidity of investments should be stated, and in general, real estate and limited partnerships and derivatives should not be acceptable vehicles.
2. Investment Objective: A statement that describes what the investments are to produce for the investor. The investment objective may be stated in terms of expected cash flow or annual income, yield or growth, or any combination thereof.
3. Total Return: Net gains of an investment that is a combination of interest, dividends or growth in value of the underlying securities.
4. Strategy: The action plan that follows an investment policy, and may include any or all of those instruments that were approved by policy and deemed an appropriate risk to achieve stated investment objectives.
5. Asset Allocation: A percentage breakout of stocks, bonds and cash that represents the best potential for minimizing risk, while achieving investment goals in a given investment environment (*e.g.*, 40% stocks, 30% investment grade bonds, 10% treasuries, 20% money market).



6. Liquidity: Degree of ease in converting securities to cash. Liquid investments would be large capitalization listed stocks, quality corporate bonds, US Treasuries and mutual funds. Illiquid investments would be raw land, gems, art, limited partnerships, real estate, and unsecured debt contracts.
7. Equities: Shares representing ownership in a registered publicly traded company.
8. Bonds: Instruments representing the debt of corporations and governments, usually in increments of \$1,000, and traded in units of five.
9. Investment Grade: Rating given high quality bonds by rating agencies that predict the potential for returning interest and principal on schedule. Triple A through B+ are considered to be of sufficient quality to be considered for investment. Corporate bonds rated B- and below that usually trade at a discount from face (maturity) value to yield a higher percentage of interest return commensurate with the risk indicated by the rating.
10. Realized Gain/Loss: The result of a liquidating transaction.
11. Unrealized Gain/Loss: Estimated gain or loss that would result from a liquidating transaction.

D. MOWW Investment Objectives

1. It is the Board's intention not to employ market-timing techniques, but rather to evaluate the investment performance of each Mutual Fund/Investment vs. the benchmark over a full market cycle, typically three to five years. Consistency of return, on an annual basis, as contrasted with spectacular individual year gains will be emphasized.
2. Closed-end equity mutual funds and exchange-traded funds that comply with the Investment Policy of the Order and also meet our investment objectives may be used to fulfill our investment requirements.

E. Communication.

1. The Board will meet at least quarterly, either in person or by electronic means, conference calls, etc. The Board will issue its report to the General Staff twice a year, in accordance with the National Constitution and Bylaws. It will also issue reports to the Companions attending each National Convention.
2. The Investment Consultant, if any, will report in writing to the Board quarterly, by the fifth week following the end of each calendar quarter. Any significant development reported by the Investment Consultant, such as a change in a selected Mutual Fund's manager or style, or objective, or in the event that a specific Mutual Fund's performance does not meet expectations, shall be discussed at the next Board meeting. If the matter is time-critical, a special meeting of the Board will be called.

F. Elements of an Investment Policy Statement (IPS).



1. Typically, an investment policy statement is a formal agreement between the investor and the institution managing the assets on the investor's behalf. If you are managing your own assets, it still makes sense to develop a policy to keep your strategy in line.
 2. Whether the IPS is generated by the investment manager or the investor, one common pitfall is to gloss over many areas and not drill down to quantify the details. Considering how important the IPS is—it's actually required by law under Employee Retirement Income Security Act of 1974 (ERISA) and most Registered Investment Advisors (RIA) applications—it's clear this step is not to be taken lightly.
 3. Basic components for a solid policy:
 - a. Specific factual data unique to the investor (e.g., personal preferences).
 - b. Time horizon.
 - c. Goals.
 - d. Risk tolerance.
 - e. Rebalancing guidelines.
 - f. Asset classes to avoid.
 - g. The control framework.
- G. Responsibilities.** It is expected that all parties associated with managing and investing the MOWW monies committed to the Trustees for their management will perform their responsibilities in the sole interest of the Order, and with the care and skill of a prudent investor with similar objectives.
- 1. The Board of Trustees.**
 - a. Review of Investment Performance: The Board of Trustees shall review the performance of each investment at least quarterly to determine whether each investment has met its objectives.
 - 1) With the assistance of the National Headquarters and investment consultant(s), if any, the Board of Trustees will be responsible for monitoring the investments and making changes as appropriate.
 - 2) The Trustees will develop a recurring means by which they and the Order have a method to evaluate the investment performance of specific monies entrusted to the Trustees and to evaluate the MOWW investment portfolio as a whole.
 - b. Reporting.



- 1) The Trustees will ensure the EXCOM, the Treasurer General/Assistant Treasurer General and the Chief of Staff are provided with monthly activity reports of each mutual fund/investment and with monthly summaries of each of the seven funds.
 - 2) The Board shall submit a report at the Mid-Year EXCOM and during the annual Pre-Convention General Staff Meeting.
 - 3) Report to the National Convention: A report by the Board on the investment performance over the past year will be provided in the materials distributed to Companions attending each national Convention. The Board of Trustees shall also report on the amount of the corpus in the Perpetual and Memorial Membership Trust Fund as of the end of each fiscal year.
- c. The MOWW Board of Trustees is responsible for ethically and prudently investing all monies committed to its charge to ensure the Order's financial security, and to generate income for reinvestment and distribution.
- 1) The Trustees will develop a recurring means by which they and the Order have a method to evaluate the investment performance of specific monies entrusted to the Trustees and to evaluate the MOWW investment portfolio as a whole.
 - 2) Funds under the Trustees' care include:
 - a) The Perpetual and Memorial Membership Fund.
 - b) The Endowment Fund.
 - c) The VADM George C. Dyer EXCOM of the General Staff Fund.
 - d) The VADM George C. Dyer Trust Fund.
 - e) The VADM George C. Dyer Will Fund.
 - f) The Captain Charles Avery Satterlee USCG Fund.
 - g) The MOWW Operations Fund.

2. National Headquarters.

- a. The National Headquarters will maintain working contact with the EXCOM, the Treasurer General/Assistant Treasurer General and the Board of Trustees
- b. The National Headquarters will liaise with these groups and will execute the investment decisions made by the Board of Trustees.



APPENDIX B

Annual Budget Development Timeline

<u>DUE</u>	<u>ACTION</u>	<u>RESPONSIBILITY</u>
15 Jan	Meet at Mid-Year EXCOM to review strategic plans, goals and objectives.	EXCOM
30 Jan	Prepare income and expense forecasts and Cmte, budget targets, budgeting policies and procedures, prepare budget materials, guidelines and instructions.	CS, Chairman Budget Treasurer General
15 Mar	Present budget development policies and guidelines, materials and instructions to EXCOM, trustees and committee chairmen to guide them in developing budget requests.	CS, Treasurer General
30 Apr	EXCOM, Trustees, committee chairmen, etc., submit budget requests to HQ MOWW (CS).	Responsible Leaders
15 May	Consolidate draft budgets, and income and expense projections, into final draft budget. Submit to Chairman Budget Cmte.	CS, Treasurer General
20 May	Budget Cmte meets at HQ MOWW and reviews/adjusts draft budget and prepares final draft budget for next FY submission.	Chairman Budget Cmte, CS, Treasurer General
30 Jun	Budget Cmte presents budget to EXCOM for approval	Chairman Budget Cmte, CS, Treasurer General
15 Jul	Incorporate EXCOM-approved changes into final budget document. Prepare necessary briefing aids.	CS, Treasurer General
31 Jul	Present budget to National Convention for approval.	Chairman Budget Cmte, Treasurer General, CS