

The Military Order of the World Wars

The Association for All Officers of the Seven Uniformed
Services
Celebrating 89 years of Selfless Service to the Nation

Revision B To Strategic Plan 2010

Respectfully Submitted By:
The Policy Planning Committee
To the EXCOM of the General Staff and the 2008 National Convention
Columbus, Georgia
30 July 2008

30 July 2008

Companions of the Military Order of the World Wars
National Convention 2008

Subject: Revision B to MOWW Strategic Plan 2010

This is the second annual update to Strategic Plan 2010. The Policy Planning Committee met on 6 February 2008 in Tempe, Arizona to initiate the revision. The committee reviewed all goals and recommendations put forth in Strategic Plan 2010 and reviewed the suggestions received from individual Companions and the various MOWW National Committees.

The Strategic Plan provides MOWW a blueprint for the Order to improve in all areas of the precepts of our Preamble. We have many challenges. This Plan provides us a means to address these challenges. Revision B lays out the Seven Strategic Goals and the actions to achieve these Goals.

I was privileged to work with many outstanding dedicated Companions on the Policy Planning Committee and those outside the committee for this Revision B and wish to publicly thank them for their superb work on this document. All Companions are urged to read and use this Revision B as we move forward to improving the Order.

Respectfully submitted,

LTG (Ret.) R. L. "Sam" Wetzel
Chairman

REVISION B TO STRATEGIC PLAN 2010
30 July 2008

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1. Introduction

1.1 The Military Order of the World Wars is organized to provide opportunities for officers of the seven military uniformed services to unite in strength to promote selfless service to our Nation in carrying out the nine ideals, or missions, set forth in the Preamble to the Order's Constitution and Bylaws.

1.2 MOWW, like a business must grow or evolve, or decline and die. Strategic planning forces an organization to focus on its most critical problems, choices and opportunities in a deliberate and coordinated manner. This plan continues the annual planning process that began in 2002 with publication and adoption by the Order, in convention, of Strategic Plan 2005.

2. Purpose

2.1 To continue an integrated, focused long range planning process to ensure our survival, growth and continued mission accomplishment in service to our country in the 21st Century.

2.2 To provide a road map for continuity, consensus and direction between the one-year tenures of future elected Commanders-in-Chief.

2.3 To provide a tool for continuous strategic change management.

3. Assessment of Strengths, Weaknesses, Opportunities and Threats (SWOT)

3.1 Strengths

- * National Organization with 132 Chapters in 43 states
- * National Security Experience among Membership
- * Wealth of Talent and Experience among Membership
- * Not tied to a Political or Self-Serving Agenda
- * Associated with Patriotism and Youth Development

3.2 Weaknesses

- * Increasing Age of Members, Loss of Vitality
- * A few Companions carry on the Majority of Work at Chapter level
- * Decline of participation at Chapter activities
- * Decline in Membership and Chapters
- * Shortage of Fund Raising for Operations Accounts
- * Lack of Support for Endowment Program
- * Communication –internal and external
- * Visibility Nationally and Locally

3.3 Opportunities

- * Become a Leading Spokesman for National Security Issues
- * Become a Leading Contributor to Homeland Security
- * Help explain the War on Terrorism to the American Public
- * Become a Leading Youth Leadership Organization in the Country
- * Promote to renew the Patriotic Spirit in America

3.4 Threats

- * Failure to regenerate and sustain our membership
- * Financial Insolvency
- * Deactivation of the Military Order
- * Turn Over our Trust Funds to an Organization not under our control

4. A 21st Century Vision

It is nobler to serve than be served. The Order's Vision is to be a pre-eminent veteran's organization, wherein Companions can engage in fulfilling the precepts of the Preamble: increasing memberships; expanded patriotic education programs; improving the financial posture of the Order; strengthening national security, law enforcement and homeland security programs; improving communications with companions and chapters throughout the nation and increasing the visibility of the Order.

5. Critical Areas of Interest

There are 16 specific areas of interest deemed critical to the future survival and growth of our Order. The Policy Planning Committee operates as one body in all areas. Individual committee members research, develop, and present preliminary findings to the whole committee where they examined, debated, refined and then presented as a committee recommended action in this report. Names of Committee Members are listed in Appendix A.

| | |
|--------------------------------|--|
| Recruiting and Retention | Constitution and Bylaws |
| Participation | Legislative Liaison |
| Endowment Funding | Financial Management/Budget/Investment |
| Communications/Training | Patriotic Education |
| National Conventions/Midwinter | Law and Order |
| Information/Publicity | ROTC & Scouting |
| National Security | Headquarters Management |
| Homeland Security | Risk Management |

6. Strategic Goals

6.1 Revitalize the Military Order

Become the Nation's preeminent veteran's organization in the 21st Century through focus on our core strengths of National Security and Patriotic Education.

6.2 Enhance Financial Management

Acquire stable, broad based financial and non-financial resources to support the programs and growth envisioned in this strategic plan.

6.3 Grow the Membership

Emphasize retention as well as recruiting as vital to growth in membership. Reduce the average age of our membership by recruiting younger companions, especially veterans of recent foreign operations.

6.4 Increase the National and Local visibility of the Order.
Build public awareness of MOWW through increased media and public service announcements. Improve guidelines for Chapter publicity.

6.5 Enhance the Role of the Executive Committee (EXCOM) of the General Staff. Develop EXCOM of the General Staff capabilities to assist in fund raising, marketing, legal affairs, public relations, training and evaluation.

6.6 Provide Systematic Program Evaluation

Continually evaluate all programs to assess results and quality of performance through the Strategic Plan review, the Commander-in-Chief's Committee Chairman Symposium, Annual and Midwinter Committee Reports and other means. Assess program resource needs, prioritize, and allocate resources as needed.

6.7 Improve Organizational Operations and Management

Enhance communications with the membership. Ensure timely and accurate information is available to support programs and decision-making. Continually track information technology and update computers and office equipment as necessary. Provide adequate and accessible office space in a pleasant, comfortable environment for MOWW clients, visitors, paid and volunteer staff. Maintain facilities in good repair, which are functional, attractive, prestigious and worthy of our noble calling.

7. Recommended Actions

The following subparagraphs identify the actions that are deemed necessary at this point in time to achieve the Order's Strategic Goals and achieve nationwide visibility.

7.1 National Security (GOAL: Revitalize the Military Order)

NS-1 The National Security Committee will maintain a National Security Web Site, linked to the MOWW Web Site, containing:

- * The MOWW Speakers Bureau
- * Articles of national security interest
- * Recommended national security readings
- * Speeches by members and non-members

NS-2 Every chapter should establish a national security committee and

Speaker's Bureau. The committee will maintain a data base of companions willing and able to develop national security briefings and speeches suitable for presentation by any member to appropriate audiences. Failure to establish a formal program with clearly defined duties and functions in this area will make a chapter ineligible to compete for the National Security Award.

NS-3 The chapter's national security committee speaker's bureau will identify companions willing and able to develop briefings in regional and functional areas, suitable for presentation by any member to appropriate audiences.

NS-4 The National Security Committee has oversight responsibility for the establishment of an MOWW National Security Speaker's Bureau program.

NS-5 The Chairman of the National Security Committee will develop a database of potential speakers, with their topics of expertise, among the membership who could be able to speak to other organizations, schools and civic groups.

NS-6 The Chairman of the National Security Committee, in coordination with the Chairman of the Homeland Security Committee, will develop a database of potential speakers from outside the Order, who may be requested to speak to the Order at National Conventions, Midwinter General Staff Meetings, Regional Conventions, or any other appropriate event. The database will include the names of the speakers, their areas of expertise, their contact information, and any information available regarding their fees, and should be posted on the National Security website.

7.2 Patriotic Education (GOAL: Revitalize the Military Order)

PE-1 Continue efforts by chapters and Youth Leadership Conferences (YLCs) to raise funds locally.

PE-2 The Patriotic Education Committee (PEC) will develop a program to assist chapters in increasing the level of Patriotic Education participation within their chapters. The focus should be to use the talents of local companions to reach elementary, middle and high school level students.

PE-3 The PEC will review the different YLCs curriculum and other sources to develop teacher-ready instructional material so they are available for selected use by all our YLCs. They will be reviewed later for marketability.

PE-4 The PEC will continue to develop opportunities to co-sponsor or team with like minded Patriotic Organizations to expand our Patriotic Education Program.

PE-5 While recognizing that YLCs are developed and supported by local resources and talent, further standardization in our YLC core curriculum is needed to assure we are living up our stated goals of 50% Leadership, 30% Patriotism and 20% Free Enterprise for multiday YLCs.

PE-6 In preparation for growth of the YLC program, the training of YLC Directors for consistent instruction at all venue sites should be approved and funded. In this regard, consideration should be given to establishing mobile training teams that would be prepared to conduct conferences at diverse locations not currently supported.

PE-7 PEC will establish a policy of Risk Reduction and Loss Prevention. This policy will require that, until insurance is provided for all YLCs, each activity will require all staff or support personnel 18 years or older who may control students to complete both a criminal background check and appropriate training prior to becoming involved with students.

7.3 Legislative Liaison (GOAL: Revitalize the Military Order)

Non partisan political activity (referring to Article VII Sec I of the Order's constitution) is making congressional committee members and staffers aware of the views, positions and resolutions adopted by our Order in National Conventions and forums. It behooves the Order to establish procedures so that the Order, as a non partisan veteran's organization, becomes better known in the Halls of Congress and the various state legislative bodies as an organization concerned with security, foreign policy, veteran's affairs and other objectives established in the Preamble.

LL-1 Given that Washington, DC is the seat of U.S. Political power and activity, the Chairman or the Vice Chairman of the Legislative and Resolutions Committee will, if possible, be a resident of the Washington, DC metropolitan area.

LL-2 The Legislative and Resolutions Committee will have members that can, and will, attend Congressional hearings on matters of interest to the Order on a regular basis.

LL-3 The committee members will communicate regularly with all members of the House and Senate Armed Forces Committees and their Sub Committees, Appropriations Committees and their Sub Committees and other committees of Congress to introduce the Order and its policies.

LL-4 When congressionally authorized, the CINC or his representative will present written or oral, or both, testimony on matters of interest to the order.

LL-5. Region, Department and State commanders will establish local state Legislative committees to communicate MOWW adopted positions with members of local, federal and state legislative committees pertinent to national security, foreign relations, or other issues. Members of the committees will not only visit Congressional or Legislative offices but also visit and become known in the local offices as politically active MOWW members.

LL-6. MOWW members will visit their Senators and Representatives in their home district offices during congressional recesses.

LL-7. MOWW National Conventions adopt resolutions that are subsequently transmitted to Chapter Commanders. Resolutions submitted to Congress will be prioritized and pertinent to on-going legislative issues to include, for example, homeland security, national defense, the Flag Amendment, etc. Priority resolutions with cover letters signed by the Chief of Staff, or Chairman of the National Legislative and Resolution Committee, or letters or statements, may be sent to Congressional Committee Chairmen and members. When appropriate, press releases will be issued by National Headquarters to emphasize the MOWW position on important issues.

LL-8. The Chairman of the Legislative and Resolutions Committee or his representative will report on legislative activities at National Conventions and Midwinter General Staff Meetings.

LL-9. Regional Department and State legislative committee members (LL-5) will also concurrently serve as members of a National Legislative Council. The concept is for the National Legislative and Resolutions Committee to send "Legislative Alerts" to Legislative Council members whenever grassroots letter-writing or calls to Congressional offices are required. It may also be desirable, or whenever requested, that MOWW prepare, submit and deliver written and oral testimony before Congressional Committees. If this occurs, testimony will be prepared by respective Committee Chairmen and reviewed and finalized by the National Legislative and Resolutions Committee with the approval of the CINC prior to submission. It takes more than visits to the Congressional offices on the Hill to become recognized. It also takes participation in the legislative process.

7.4 Advertising, Merchandise and Sales (GOAL: Enhance Financial Management)

AMS-1 The MOWW Chief of Staff is charged to protect the Logo, magazine name and name of the Order.

AMS-2 The MOWW Chief of Staff will develop procedures for the licensing of manufacturers and distributors, including MOWW Chapters, Departments/States and Regions, of protected MOWW items.

AMS-3 The EXCOM will form an Ad Hoc committee to develop a more robust selection of merchandise items that could assist in gaining revenues.

AMS-4 The MOWW Chief of Staff will undertake an aggressive marketing program with the goal of increasing annual sales profits.

7.5 Endowment Funding (GOAL: Enhance Financial Management)

FI-1. An MOWW endowment goal of \$7.5 million to fund future operations of the Order.

FI-2. The MOWW Web Site should provide a place for soliciting funds for both components of the Endowment Program.

FI-3. An evaluation of the endowment policies of the Order along the lines of the "Total Return" concept suggested by the Uniform Management of Institutional Funds Act (UMIFA) for non-profit organizations should be accomplished by an Ad Hoc committee composed of representation of the Boards of Trustees of MOWW, Gist Blair, the Treasurer General, and the Judge Advocate General.

FI-4. The Ad Hoc Committee should submit its report recommending any changes to current Endowment Fund policies and procedures to the EXCOM of the General Staff within one year after its initiation. If the committee finds that insufficient policies currently exist, then its report should include a recommended draft for MOWW Endowment Fund Policies and Procedures. The EXCOM of the General Staff should approve, modify or reject the Ad Hoc Committee recommendations and forward them to the National Convention for adoption.

7.6 Fund Raising (GOAL Enhance Financial Management)

FI-5 Continue to identify, develop and adopt appropriate fundraising programs over the next five years.

7.7 Budget Process (GOAL: Enhance Financial Management)

B-1 The Budget Committee will prepare the Budget Calendar and Five Year Strategic Budget Forecast for the EXCOM of the General Staff to adopt as suggested in Appendix D.

B-2 The EXCOM of the General Staff will adopt the five year budget forecast and present the annual budget to the convention.

B-3 A Salary and Benefits review should be conducted not less frequently than every three years to assure our employees are fairly compensated. The Budget committee will appoint a member or members to conduct the Salary and Benefits review.

7.8 Capital Expenditure Plan (GOAL: Enhance Financial Management)

B-4 The Budget Committee will develop as soon as possible a long term Capital Expenditures Plan, which will become an Appendix to this Strategic Plan.

7.9 Recruiting and Retention (GOAL: Grow the Membership)

RR-1 Recruitment and Retention will be two separate, though related, functions under the Membership Chairman.

RR-2 The Retention sub-committee will develop and distribute a tracking form to monitor Regular membership losses and renewals. Perpetual membership will be encouraged. Change of status from Regular to Perpetual will be captured. Active duty members will continually be tracked.

RR-3 Reduce the average age by 3% over the next five years.

RR-4 The Chairman of the Membership Committee will submit a monthly article offering recruiting and retention tips in every issue of Officer Review to focus attention on the importance of recruiting and retention. Similarly, Chapter, Department, State and Regional newsletters should regularly stress recruiting and retention initiatives.

RR-5 Recruit specifically to those trans-generation activities such as YLC, BSA/GSA, ROTC/JROTC and Law Enforcement.

RR-6 Grow the membership by 1% each year.

RR-7 The Membership and Publicity Chairs will develop and implement a membership campaign.

RR-8 Create and conduct an exit survey for those who resigned or NPD their membership a minimum of every 5 years.

RR-9 Conduct a biannual membership campaign specifically targeted to the NOAA and Public Health Services.

7.10 Information and Publicity (GOAL: Increase the National and Local Visibility of the Order)

IP-1 Create a sustaining “Branding” campaign for raising universal awareness of the Military Order of the World Wars among the general public and specifically among military officers of all services through increased media and public service announcements.

IP-2 Redouble our chapter, department/state, regional and national information efforts to inform and revitalize our companions and other veteran’s organizations by improving guidelines for chapter publicity.

IP-3 Update the 2007 revision of “Getting Inked” on the national website as necessary.

IP-4 Maintain a sustained effort to encourage companions to access the national website and utilize “Getting Inked”.

IP-5 Create an informational video or power point presentation, to be used by companions when addressing public forums or service organizations.

7.11 Communications and Training (GOAL: Increase the National and Local Visibility of the Order)

C&T-1. Increase the value of the MOWW Website to our companions and increase the use of Email to communicate with the membership.

C&T-2 Chapters will be encouraged to have Email capability and be encouraged to establish a Website linked to the MOWW Website.

CAT-3. To ensure the professional paid leadership of the Order stays current, the Headquarters Staff will be budgeted to attend two professional association management meetings or seminars each calendar year, or meetings associated with publication of internal communications.

7.12 Officer Review Magazine (GOAL: Increase the National and Local Visibility of the Order)

ORM-1. Continue to work the issue of making the Officer Review a self-sustaining pay-as-you-go enterprise.

ORM-2. Officer Review will contain a variety of material attuned to its readership and balanced to provide information, entertainment, motivation, diversion and a channel for expression by members of the Order.

7.13 ROTC Program (GOAL: Systematic Program Evaluation)

ROTC-1. Continue to encourage the Hann-Buswell Chapter to fund the Headquarters portion of ROTC medals.

ROTC-2. Whenever possible, a companion familiar with the Department of Defense ROTC programs and policies, such as former or serving Senior or Junior ROTC Instructor or Professor of Military Science, should be Chairman of the ROTC Committee.

ROTC-3. Region Commanders will name a region representative to serve as a member of the national ROTC committee. Names of the selected companion will be forwarded to the national committee chairman and updated as necessary.

ROTC-4. In view of the new threat climate and War on Terror, the ROTC Committee will continually review and update the ROTC Manual to assure currency and relevancy with current Department of Defense policies.

ROTC-5 In revising the ROTC manual, look for ways to make the support program more effective at the Chapter and National level. Chapters will form an ROTC Committee and maintain continuous liaison with ROTC programs.

ROTC-6 Chapters should submit an annual ROTC Report as outlined in Appendix C of the MOWW Handbook.

ROTC-7 New and revitalized chapters should focus on JROTC/ ROTC activities as an initial priority.

7.14 Scouting Program (GOAL: Systematic Program Evaluation)

Scout-1. A new agreement between MOWW and the National BSA having been developed, chapters should work closely with local BSA councils to implement its provisions for support to BSA programs. At the region level, "Region to Council" networks should be established.

Scout-2. The Scouting Committee will act to determine the effectiveness of the MOWW Girl Scout program and report back to the EXCOM of the General Staff with proposals for the levels and types of future support.

Scout-3. Ensure that the current goals of GSA remain consistent with MOWW principles and report any discrepancies which may be discovered to the EXCOM of the General Staff.

Scout-4. Chapters should recognize the congruence of the aims of MOWW, and BSA and look for potentially qualifying new members from among the BSA leadership ranks.

Scout-5. Program information will be exchanged periodically between MOWW and BSA through articles written by each organization for inclusion in the official publications of the other.

7.15 Law and Order (GOAL: Systematic Program Evaluation)

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 War on Terror.

LE-2. The Law and order Committee will publish a Law and Order Guide for chapters which will be added to the MOWW Website and included in the MOWW Handbook as soon as possible.

LE-3. Chapters will be encouraged to support local organizations (e.g. “Hundred Club”).

LE-4. Chapters should have a Law and Order Committee.

LE-5. Chapters will be encouraged to support National Law Enforcement Memorial Day activities.

7.16 Homeland Security (GOAL: Systematic Program Evaluation)

HS-1 The Homeland Security Committee will continue to develop mutual support arrangements with state regional and national agencies and identify homeland security programs that can be supported at the local level.

HS-2. Chapters should form Homeland Security Committees working with local authorities.

HS-3. A MOWW companion should be designated from each state to coordinate local and national homeland security policies.

7.17 Commemorations and Memorials (GOAL: Systematic Program Evaluation)

C&M-1. Initiatives to locate and catalog all MOWW supported memorials will be encouraged and supported by the leadership of the Order.

C&M-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 Website. The memorials will be reported in the Officer Review.

7.18 Awards Program (GOAL: Systematic Program Evaluation)

AW-1. The Awards Committee will continually review our current awards structure and criteria

AW-2. Continually consider new awards.

AW-3. Continual awareness and emphasis will be directed toward recognizing with an appropriate award companions who contribute to the work of the Order.

AW-4. Appropriate awards will be given to non-companions within our communities that reflect the ideals set out in the Order's Preamble.

AW-5. Each region, department, state and chapter should submit one deserving companion each year for the MOWW National Citation.

AW-6. Each chapter is encouraged to submit award recommendations for the Chapter Activities Award and the various committee awards for national recognition.

7.19 Constitution and Bylaws (GOAL: Improve Organizational Operations and Management)

CBL-1 The Constitution and Bylaws Committee will continue to review proposed changes by any companion or subdivision (Chapter, Department, State or Region) of the Order to amend the MOWW Constitution and Bylaws in accordance with the respective Amendment Articles stated in both respective publications.

7.20 Convention and General Staff Meeting Planning and Operation (GOAL: Improve Organizational Operations and Management)

NC-1. Place all responsibility for National Conventions in the National Convention Committee, under the supervision of the EXCOM of the General Staff.

NC-2, Revise the Convention Planning Guide at least every two years.

NC-3. Revamp the format for National Conventions reducing the business portion and expanding the education, motivation, integration, and entertainment portions so as to attract the maximum attendance.

NC-4. The Midwinter General Staff Meetings will be held in the Washington, DC area every third year whenever possible.

NC-5. The Chairman of the National Convention Committee will meet with the EXCOM of the General Staff at the end of each convention and meeting to critique the agenda used, make changes, and approve a draft agenda to be effective at the next convention or meeting.

7.21, Role of the Past Commanders-in-Chief (GOAL: Improve Organizational Operations and Management)

OM-1 The experience and advice of the Order's Past Commanders will be sought out, factored in, and solicited by the EXCOM of the General Staff and current CINC on key issues affecting the Order in an advisory capacity. They should identify and encourage companions who demonstrate leadership potential to move forward within the Order. Their recommendations and insights will always be advisory and not directive in nature.

7.22 Role of the Council of Region Commanders (GOAL: Improve Organizational Operations and Management)

OM-2. That the Council of Region Commanders be a evaluative consensus based body on issues such as Region assistance requirements, mentoring, personnel development, mentoring and saving of chapters, etc. which illuminate critical problems that need attention.

7.23. Role of the Council of Department and State Commanders (GOAL: Improve Organizational Operations and Management)

OM-4. The Council of Department and State Commanders will provide the Department and State Commanders of the Order with an opportunity to discuss and develop solutions for the problems confronting Chapters of the Order under their jurisdiction; will function as a liaison between the Chapters and the Region, the Vice CINCs and the CINC of the Order; and will establish meaningful and effective communications with Chapters, and communications between the Chapters, and between Chapters and the companions under their command.

OM-5. The Council of Department and State Commanders will facilitate the development of immediate objectives and the creation of short and long term goals for Department and State Commands of the Order, with special assistance to States without Chapters; and to focus on the operational areas of each Chapter that affect and/or deal with the continual viability of a Chapter; and to encourage Department and State Commanders to constantly observe and evaluate the condition of each Chapter within their jurisdiction and to identify the strengths and weaknesses of each Chapter under their command.

7.24. National Committee Restructuring (GOAL: Improve Organizational Operations and Management)

OM-6. Evaluate annually the effectiveness and efficacy of the various committees with a view towards combining related functions or eliminating those whose reason to be has become institutionalized.

7.25 Chapter Activities – National Seminars (GOAL: Improve Organizational Operations and Management)

OM-7. The National Seminar Committee will investigate various media presentation options for training seminars. A cost estimate will be prepared for consideration by the Budget Committee in conjunction with any recommendations submitted after current initiatives are resolved.

OM-8. Recognize Chapter work in the area of new chapter development in “Best Chapter” competitions at the national level.

7.26. Headquarters Management (GOAL: Improve Organizational Operations and Management)

OM-9. Implement modern Personnel Management which includes Organization and Functions Statements and Job Descriptions and publish as an Organization and Functions Manual or Letter of Instructions.

OM-10. The Chief of Staff, in coordination with the EXCOM of the General Staff, will develop a performance rating system to evaluate performance of each employee to provide feedback for improvement and as a basis for merit raises and bonuses.

OM-11. The employee rating system must allow for employee input by jointly developing annual performance goals and his/her supervisor.

OM-12. Initiate a program of merit raises and bonuses based on documented performance.

7.27. Headquarters Automation (GOAL: Improve Organizational Operations and Management)

OM-13. Each annual MOWW budget will include \$5,000 to \$7,500 budgeted for the next five years to support National Headquarters' automation and other relate equipment requirements (Appendix E).

7.28. Risk Management (GOAL: Improve Organizational Operations and Management)

OM-14. A continuous assessment of liabilities associated with organization activities and programs, such as Youth Leadership Conferences, will be made.

7.29. Handbook

OM-15. Review no less than every three years and cross reference the operational manuals.

8. Summary.

Strategic planning is a continual process. The Committee will continue its work, with new members joining the committee who will bring new insights into our process. Strategic planning is also charting a course that we believe is wise and adjusting that course as we gain more experience and information. The plan serves as an orienting vision that helps our elected leadership, our companions and our programs keep moving towards agreed upon goals. The Order's chances for success are greater if the leadership commits to building a vision of success which is shared by the membership. It is possible for a small committee to develop and present a strategic plan, but its ultimate success depends on the inclusion and participation of as many of our companions and stake holders as possible in refining and renewing the plan as it is implemented and evolves. In this way, our strategic plan will come closest to achieving its true potential in pursuit of our chosen missions to continue to serve our country, to assure a strong national defense and to assure that the Noble ideas of Patriotism and Service to Others are passed along to future generations of young Americans.

REVISION B TO STRATEGIC PLAN 2010

APPENDIX A

POLICY PLANNING COMMITTEE 2007- 2008

LTG R.L. "Sam" Wetzel, USA (Ret.) Chairman

Colonel Brion V. Chabot, USA (Ret.), Committee Member ex officio

Colonel James D. Elmer, USAF (Ret.) Committee Member ex officio

Major JoAnne Barton, USA (Ret.) Awards Committee

Mr. James C Baird, Boy/Girl Scouts Committee

Colonel Fred Graves, USAF (Ret.) Budget and Personnel Committee

Colonel Clifford D. Way, USAFR (Ret.) Chapter Activities

CAPT William W. Dibble, USN (Ret.) Chairman, Constitution and By Laws

Mr. Tom Hanson, Council of Department & State Commanders

Colonel Fred Darley, USA (Ret.) Council of Region Commanders

1st Lt Donald G. Allen, USAF, Ethics Committee

Major John G. Brady, USAF (Ret.), Historical and Archives

Colonel John W. Lazur, USMC (Ret.) Homeland Security Committee

CAPT Russell C. Vowinkel, USN (Ret.) Information and Publicity

Colonel James T. Roberts, USA (Ret.), Law and Order

Colonel D. Michael Duggan, USA (Ret.), Legislative and Resolutions

Capt Debbie Kash, USAF, Membership (**Recorder**)

Colonel Robert F. Tindall, Jr. USA (Ret.) Memorials

Colonel Philemon St. Amant II, USA (Ret.), National Security

Colonel Richard E. Minor, USA (Ret.), Patriotic Education

LTC Gary O. Engen, USA (Ret.) ROTC

Colonel M. Hall Worthington, USA (Ret.) Financial Development

CDR L. Jack Fetner, II. USN (Ret.) Board of Trustees

Appendix B

Board of Trustees Investment Policy

Effective Date: 30 July 2008

Term: Review by the Board of Trustees (Board) at least annually

Changes: Changes recommended by the Board shall be presented for approval to the General Staff and then for adoption at the National Convention

Statement of Investment Policy Purpose and Intent

a. Military Order of the World Wars Investment Policy

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. 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 you would be willing to take for yourself.

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 \$1000 will be subscribed to an appropriate money market fund or other like interest bearing account until withdrawn or otherwise reinvested.

b. Intent of Investment policy.

The Board is responsible for investing all monies committed to its charge in six funds: (i) The Perpetual and Memorial Membership Fund, (ii) The Endowment Fund, (iii) The VADM George C. Dyer EXCOM of the General Staff Fund, (iv) The VADM George C. Dyer Trust Fund, (v) the VADM George C. Dyer Will Fund, and (vi) The Captain Charles Avery Satterlee USCG Fund. The purpose of this investment policy is to ensure that:

1. The investment policy and objectives regarding the Board’s management of the monies are clearly understood;

2. The Board, the General Staff, the Headquarters Staff, and Investment Consultant (if any) and the Companions attending the National Convention have a clear understanding of what is expected of them; and

3. The Order has a basis to evaluate the investment performance of the monies committed to the Board and to evaluate the investment program as a whole.

The intent of this policy statement is to establish an overall philosophy to guide the Board.

Statement of Responsibilities

It is expected that all parties associated with investing the monies committed to the Board will perform their responsibilities: (a) in the sole interest of the Order; and (b) with the care and skill of a prudent investor with similar objectives.

The Board of Trustees

Review of Investment Performance: The Board shall review the performance of each investment at least quarterly to determine whether each investment has met its objectives. With the assistance of the Headquarters Staff and the Investment Consultant (if any), the Board will be responsible for monitoring the investments and making changes as appropriate.

Report to the General Staff: As required by the National Constitution and Bylaws, the Board shall submit a report to the General Staff at the midyear General Staff Meeting and at the Pre-convention General Staff Meeting.

Report to the National Convention: A report by the Board on the investment performance over the past year will be provided in the material distributed to Companions attending each National Convention. The Board of Trustees shall also report on the amount of Corpus in the Perpetual and Memorial Membership Trust Fund as of the end of each fiscal year.

Headquarters Staff

Execution of Investment Decisions: The Headquarters Staff (Chief of Staff/Office Administrator) will maintain working contact with any Mutual Fund/Investment administrators and any/or custodians and will execute the investment decisions made by the Board of Trustees.

Reports to the Board: The Headquarters Staff (the Chief of Staff, the Office Administrator, and other staff personnel as applicable) will ensure that each Board Trustee is provided with monthly activity reports of each mutual fund/investment, and with monthly summaries of each of the six funds.

Any Investment Consultant (if a requirement develops to have one) must be a Registered Investment Advisor. The Investment Consultant is charged with the responsibility of assisting the Board and the Headquarters Staff in complying with the Investment Policy providing for monthly and quarterly performance monitoring and analysis, and Mutual Fund/Investment selection. The Investment Consultant is also responsible for notifying the Board on a timely basis of significant events that affect the individual Mutual Funds/Investments or the total portfolio under Board management.

Fund Managers; It is contemplated that the Board mostly will utilize Mutual Funds, and the Fund Managers of the selected Mutual Funds will be responsible for conducting the day-to-day management of the invested monies in accordance with the requirements and guidelines as stated in the guidelines of selected Mutual Funds.

MOWW Investment Objectives (goal)

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. The Board of Trustees should maximize cash flow, in accordance with the investment policy of the Order. The Board of Trustees should also take into account that preservation and growth of capital are also long term goals of the Order.

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.

Closed end equity mutual fund and exchange traded funds that comply with the investment policy of the Order and also meets our investment objectives may be used to fulfill our investment requirements.

Communication

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 report to the Companions attending each National Convention.

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 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.

The Board of Trustees: 30 July 2008
Enclosure –Financial Definitions

REVISION B TO STRATEGIC PLAN 2010

ENCLOSURE 1 TO APPENDIX B FINANCIAL TERMINOLOGY DEFINITIONS

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 derivative should not be acceptable vehicles.

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.

Total return: Net gains of an investment that is a combination of interest, dividends or growth in value of the underlying securities.

Strategy: The action plan that follows adopted investment policy and may include any or all of those instruments that were approved b policy and deemed an appropriate risk to achieve stated investment objective.

Asset allocation: A percentage breakout of stocks, bond and cash that represents the best potential for minimizing risk while achieving investment goals in a given investment environment. (40% stocks, 30% investment grade bonds, 10% treasuries, 20% money market.)

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 investment would be raw land, gems, art, limited partnerships, real estate, and unsecured debt contracts.

Equities: Shares representing ownership in a registered publicly traded company.

Bonds: Instruments representing the debt of corporations and governments usually in increments of \$1000 and traded in multiples of five.

Investment grade: Ratings 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.

Realized gain/loss. The result of a liquidating transaction.

Unrealized gain (loss). Estimated gain or loss that would result from a liquidating transaction.

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APPENDIX C

PROPOSED ANNUAL BUDGET DEVELOPMENT CALENDAR

| <u>Deadline Date</u> | <u>Major Task</u> | <u>Responsibility</u> |
|----------------------|--|--|
| 1/15 | Meet at Midwinter to Review strategic plans, goals & objectives | CINC EXCOM, C/S,Treas.Gen. |
| 1/30 | Prepare income and expense forecasts and set budget targets, budgeting policies and procedures, prepare budgeting materials, guidelines and instructions. | C/S, Chair Budget Cmte Treas. Gen |
| 3/15 | Present major budget development policies and guidelines, materials and instructions to EXCOM Directors of Trust Funds, Committee Chairmen, for their budget requests. | C/S,Treas. Gen. |
| 4/30 | EXCOM, Directors of Trust Funds, Committee Chairmen, submit their budget requests to National Headquarters | Responsible Leaders |
| 5/15 | Consolidate all draft budget and income expense projections into one draft budget. Submit to Chair of Budget Committee | C/S, Treas. Gen |
| 5/20 | Budget Committee meets at National Headquarters, reviews and adjusts draft budget and prepares final recommended Budget for next FY | Chair,Budget Cmte, CS Treas Gen |
| 6/30 | Chair Budget Cmte, assisted by C/S and Treasurer Gen. Presents Budget to EXCOM for approval | Chair Budget Cmte |
| 7/15 | Incorporate all EXCOM approved changes into final Budget document. Prepare necessary briefing aides (viewgraphs, handouts, etc.) | C/S, Treas Gen |
| 7/31 | Present Budget to National Convention for Approval | Chair, Budget Committee, Treas Gen |

REVISION B TO STRATEGIC PLAN 2010

Appendix D

National Headquarters Five – Year Automation Plan

The Military Order of the World Wars (MOWW) National Headquarters has four individual computer system workstations. All stations use Windows XP operating system with Microsoft Office Suite and various software applications to perform required Headquarters' operational tasks. Headquarters also has FAX, Postage, and copy machines, a phone system with five (5) incoming lines, which includes a toll free line, a voice mail system, and web site. Listed below is a five-year automation and related equipment plan for MOWW National Headquarters.

Computer Systems

Computers: Headquarters maintains four computer workstations each with a computer, monitor, keyboard, printer and zip drive or CD-ROM systems for back up. All are currently in fine working order and provides Headquarters with sufficient service. Each system should continue to perform the current tasks, at each workstation, during the next five years. However, replacement consideration must be given to the oldest computer system, which is currently three years old and the next oldest system, which is two years old. In addition, Headquarters has been doing all maintenance repairs in-house and will continue to do so, which saves a substantial amount of money each year. The expectation is that the two oldest computer systems would have to be replaced during this five-year plan. (Estimated cost for two complete systems is \$3,500).

Printers: We recently upgraded two (2) laser jet printers and replaced a color inkjet printer in the Assistant Editor's office. We are still considering the possibility of buying a color laser jet printer for National Headquarters use. The research on compatibility and cost of this color laser jet printer is being researched. (Estimated cost for a color laser jet printer is \$5,000).

Software: We have not upgraded our software applications for several years. If Headquarters' current tasks stay the same, Headquarters could continue to use the existing applications. However, Headquarters has recently changed the software for producing Officer Review magazine to Adobe InDesign (CS-3) and also purchased a complete new computer system for the Assistant Editor to use to produce Officer Review magazine.

(Estimate cost to maintain the InDesign software is \$500).

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Related Equipment

FAX Machine: The Headquarters fax machine was purchased in 2002 and is in excellent working condition and provides Headquarters with sufficient service. The FAX machine should continue to perform during the next three to five years. (Estimated FAX machine equipment cost is \$0.00).

Copy Machine: Headquarters owns the copy machine and maintains an annual renewal maintenance contract. Currently, it is in fine working order and provides Headquarters with sufficient service. The copy machine should continue to perform the current tasks during the next three to five years. (Estimated copy machine equipment cost is \$0.00).

Postage Machine: Headquarters leases a postage machine with an annual renewal maintenance agreement and currently it is in fine working order and provides Headquarters with sufficient service. The postage machine should continue to perform the current tasks during the next three to five years. (Estimated postage machine equipment cost is \$0.00).

Phone System: We are expecting to replace the complete phone system for Headquarters in FY 07-08. The funds for this effort have been approved in the FY 07-08 Budget approved by the Order. (Estimated cost to replace the complete phone system is \$10,000).

WEB Site

Web Page: Headquarters staff currently works, on average, 12 hours a week maintaining the Order's website. The principal effort has been to upgrade the Order's Handbook, pictures and descriptions for all merchandise sold by the Order and copies of Officer Review magazine. The Order's web page should continue to include these tasks for the next five years. (Estimated WEB site upgrade and equipment cost is \$0.00)

Five-Year Plan and Recommendations

The recommendation is to have each annual MOWW budget include \$5,000 to \$7,500 to support National Headquarters automation and other related equipment requirements. Currently, Headquarters has no immediate automation concerns.