



The Military Order of the World Wars

The Association for All Officers of the Seven Uniformed Services

Celebrating 90 Years of Selfless Service to the Nation

Revision C

Strategic Plan 2010

Respectfully Submitted By The Policy Planning Committee

To the Executive Committee of the General Staff
and to the
2009 National Convention

Baltimore, Maryland

11 August 2009

11 August 2010

To: Companions of the Military Order of the World Wars
2009 National Convention, Baltimore, Maryland

Subject: Revision C to the MOWW Strategic Plan 2010

Attached for review and approval is the third and final revision to Strategic Plan 2010, a five-year recommendation for the direction of the Order. Subsequent reviews should result in a new document, with whatever changes in focus, organization and format may seem appropriate at that point.

The Strategic Plan is intended as a long-range blueprint for the Order in our progress toward the future. It addresses the enduring goals of the organization, as well as the short- and long-term means by which we seek to reach those goals.

The Policy Planning Committee membership was expanded this year, with invitations extended to all members of the Executive Committee of the General Staff and to all national officers, to include all committee chairmen.

The current review process was begun at the Midwinter General Staff Meeting in Huntsville, Alabama, on 11 February 2009. A progress schedule for the document was outlined and accepted, and the meeting then turned to a discussion—in which input from Companions of the Order was offered in several areas. A brief examination of several of the topics so introduced was conducted at the general session, following the CINC's Symposium, with follow-up discussions on selected items to take place during the remainder of the year.

It has been a privilege for me to work with members of the Policy Planning Committee, and of the Order generally, to review the processes by which we seek to attain our goals as an organization historically organized for service to the nation.

Respectfully,

PHILEMON A. ST. AMANT II
Colonel, US Army (Retired)
Chairman

REVISION C TO STRATEGIC PLAN 2010
11 August 2009

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REVISION C TO STRATEGIC PLAN 2010
11 August 2009

1. Introduction and Overview

1.1 The Military Order of the World Wars (MOWW) is organized to provide opportunities for officers of the seven uniformed services to unite in selfless service to our nation through the ideals set forth in the Preamble to the Constitution and Bylaws of the Order.

1.2 Like any business, MOWW must grow and 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 the Order's adoption and publication 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 through the one-year tenures of future Commanders-in-Chief.

2.3 To provide a tool for continual strategic change management.

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

3.1 Strengths

- National Organization with 130 Chapters in 43 States
- National Security experience among membership
- Widely varied talent and experience among membership
- Not tied to a political or personal agenda
- Focused upon national security, patriotism and youth development

3.2 Weaknesses

- Increasing age of members, with attendant loss of vitality
- A few Companions undertake a majority of work at all levels
- Declining participation in chapter activities and national meetings
- Declining membership and numbers of chapters
- Continual shortages of funds for operational accounts
- Lack of support for Endowment program
- Communications, both internal and external
- National and local visibility

3.3 Opportunities

- Become a leading spokesman for national security issues
- Become a leading institutional contributor to Homeland Security programs
- Become a leading advocate for youth leadership in America
- Promote a renewal of patriotism in America

3.4 Threats

- Failure to regenerate and sustain our membership
- Financial insolvency
- Deactivation of the Military Order
- Transfer of Trust Funds to organizations not under our control

4. A 21st Century Vision: It is nobler to serve than to be served.

The Order's vision is to be a preeminent veterans organization, in which Companions can engage in fulfilling the precepts of the Preamble: growing the membership, strengthening national security, expanding patriotic education programs, improving the financial position of the Order, strengthening law enforcement and homeland security programs, improving communications with Companions and chapters within the Order, and increasing the national and local visibility of the Order and its activities.

5. Areas of Critical Interest

There are 16 specific areas of interest (see below) deemed critical to the future of the Order. The Policy Planning Committee operates as a single body in analyzing

all areas. Individual committee members are assigned to research, develop and present preliminary findings to the committee as a whole, where they may be discussed and refined, before being presented as a committee recommendation for action. Names of the members of the Policy Planning Committee are listed in Appendix A.

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

6. Strategic Goals

6.1 Revitalize the Military Order: Become the preeminent veterans organization in the 21st century through a 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 2010.

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 members with recent experience in 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 of the General Staff (EXCOM): Develop EXCOM capabilities to assist in fund raising, marketing, legal affairs, public relations, training and evaluation.

6.6 Provide Systematic Program Evaluation: Evaluate all programs continually, to assess results and quality of performances through the Strategic Plan review, the Commander-in-Chief's Symposium, Annual and Midwinter committee reports and other means as available. Assess program needs, prioritize and allocate resources as required.

6.7 Improve Organizational Operations and Management: Enhance communications with the membership and subordinate headquarters. Ensure timely and accurate information is available to support programs and the decision-making process. Track information technology continually, and update computers, software and office equipment as necessary within resource availability. Provide adequate and accessible office space in a pleasant, comfortable environment for MOWW Companions, clients, visitors and the paid and volunteer staffs. Maintain facilities in good repair to ensure functionality and an attractive appearance that represents well our Order and its serious purposes.

7. Recommended Actions: The following subparagraphs identify the actions deemed necessary to accomplish the Order's Strategic Goals, and to achieve national visibility.

7.1 National Security (GOAL: Revitalize the Military Order)

NS-1 The National Security Committee will maintain a National Security website, linked to the 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.

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

NS-3 The National Security Committee has oversight responsibility for the establishment and maintenance of the national speakers bureau, and for maintaining a database of appropriate outside speakers whose appearances at appropriate functions of the Order may command a speaker's fee.

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 those chapters. The focus should be on using local Companions to reach elementary, middle and high school level students.

PE-3 The PEC will review the different YLC curricula and other sources, to develop teacher-ready instructional materials available for use by all our YLCs.

PE-4 The PEC will continue to develop opportunities to cosponsor or team with like-minded patriotic organizations to expand our Patriotic Education program into new communities.

PE-5 While recognizing that YLCs are developed and supported by local resources and talent, further standardization in the YLC core curriculum is needed to ensure we maintain our stated goals of 50% leadership, 30% Patriotism, and 20% Free Enterprise for multi-day YLCs.

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

PE-7 PEC will continue to supervise Volunteer and Youth Protection Program to ensure standards are met and continued so as to maintain our insurance coverage.

PE-8 PEC will search for methods to increase the visibility of our program nationally. We will explore qualified and well-known spokesmen for Patriotic Education. In addition, we will evaluate the electronic media for a resource to aid in developing communications with the youth of today.

7.3 Legislative Liaison (GOAL: Revitalize the Military Order)

LL-1 Either the chairman or the vice chairman of the Legislative and Resolutions Committee should reside in the Washington, DC, area, as this is the seat of legislative power.

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.

LL-3 Committee members will communicate regularly with members and staff of the House and Senate Armed Services Committees and their subcommittees, Appropriations Committees and their subcommittees and other appropriate committees of Congress, to introduce the Military Order of the World Wars and our adopted policies.

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

LL-5 Chapter, State and Region Commanders may establish local legislative committees to communicate positions related to national security matters or other issues adopted by MOWW to members of local, State and federal legislative committees. Members of these subordinate committees should become known as politically active, non-partisan representatives of the Order.

LL-6 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.

LL-7 The Order's National Conventions adopt resolutions that are subsequently transmitted to Region, State and Chapter commanders. Resolutions submitted directly to members of Congress by the Order's leadership should be prioritized, and should relate directly to such important ongoing issues as matters of national security, homeland security and the Flag Amendment. Priority resolutions with cover letters signed by the Chief of Staff or the Chairman of the Legislative and Resolutions Committee, or letters or statements so signed, may be sent to the chairmen and members of congressional committees. When appropriate, press releases may be issued by the National Headquarters, to emphasize the Order's positions on important legislative issues.

LL-8 The Chairman of the Legislative and Resolutions Committee or his representative will report to the National Conventions and the Midwinter General Staff Meetings on legislative activities during the period since the last such report.

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

AMS-1 The MOWW Chief of Staff is charged with protecting the Order's name, logo and name of the Officer Review magazine.

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.

AMS-3 The EXCOM of the General Staff will form an *ad hoc* subcommittee to develop a more robust selection of merchandise items that could assist in producing additional revenues for the Order.

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

7.5 Endowment Funding (GOAL: Enhance Financial Management)

- EF-1 An MOWW endowment goal of \$7.5 million should be achieved, in order to fund the future operations of the Order.
- EF-2 The MOWW Web Site should maintain current information on endowment donations, both as ongoing gifts and as a part of a planned giving program through wills and trusts.
- EF-3 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.
- EF-4 An *ad hoc* committee should be established, consisting of the Treasurer General, the Assistant Treasurer General, the Judge Advocate General, and representatives of the Board of Trustees of the Order and of the Gist Blair Fund, for the purpose of establishing, monitoring, and recommending changes to the Endowment policies of the Order.
- EF-5 The *ad hoc* committee should submit its report recommending any changes to current Endowment Fund policies to the EXCOM of the General Staff within one year following its establishment. Appropriate draft language for modifying the Endowment policy should be included in the report. The EXCOM of the General Staff should forward the report to the National Convention for appropriate action along with recommendations for approval, modification or rejection.

7.6 Fund Raising (GOAL: Enhance Financial Management)

- FR-1 Continue to identify, adopt and develop appropriate fundraising programs, both within the Order, and from external sources.
- FR-2 Develop a range of forms of recognition for Companions who donate money to the Order. Significant contributions should also be announced at the subsequent National Convention. Donations recognized on the Honor Donor Wall should be recapitulated on the Web Site, and should be printed at least annually in *Officer Review* magazine.

FR-3 Unless specifically requested otherwise by the donor, formal recognition of a donation should be forwarded to the donor's chapter for a public presentation. This does not change the acknowledgement of a tax-deductible donation, which should continue to be sent directly to the donor for his tax records.

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 National Convention.

B-3 A Salary and Benefits Review should be conducted, with appropriate input from the Chief of Staff, not less frequently than every three years, to ensure that 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 the 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 Reduce the average age of the Order by 3% over the next 5 years, as a result of recruiting younger members.

RR-3 Chapter, State and Regional Newsletters should regularly stress recruiting and retention initiatives.

RR-4 Recruit specifically to such trans-generational activities as YLC, BSA/GSA, ROTC/JROTC and Law Enforcement.

RR-5 Increase the membership by 1% per year.

RR-6 The Membership and Publicity Chairmen will develop and implement a membership campaign.

RR-7 The Membership Chairman shall conduct an “exit survey” for those who resigned their memberships, or who were dropped from the rolls for non-payment of dues. This survey will be administered at least once every five years, and a report of its findings will be forwarded to the EXCOM of the General Staff prior to the National Convention.

RR-8 The Membership Chairman shall develop, and the Order will execute every two years, a membership targeted specifically toward the National Oceanic and Atmospheric Administration (NOAA) and the Public Health Service.

RR-9 Chapters must develop programs to reduce the number of NPDs to zero. The Membership Committee will address methods of reducing or eliminating such losses in at least four articles in *Officer Review*, and will prepare and send out surveys to those who have resigned or been dropped for non payment of dues since 2007.

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

IP-1 Redesign the branding campaign to raise awareness of MOWW among the American public and the community of commissioned and warrant officers of the uniformed services by reaching out through public service announcements (PSAs) and other help from friendly media outlets.

IP-2 Restructure the campaign to convince the chapters/companions of the power of positive publicity by advising the VCINCs and the GSOs as they visit their Regions, States and Chapters to stress not only the CINC’s solicitation efforts, the National Security and

Homeland Security issues and the YLC funding concerns, but also to share positive publicity with their local communities.

IP-3 Sustain the effort to encourage companions to access the national web site for guidelines on disseminating publicity and information.

IP-4 Encourage Regions, States and Chapters to develop their own web sites to assist in keeping companions and other interested parties informed of their activities.

IP-5 Seek funding to develop an informational video and/or PowerPoint presentation for use with service organizations, public forums and recruiting pools.

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

C&T-1 Educate the membership about the value of the MOWW web site through tips and workshops.

C&T-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.

C&T-3 Maintain the national budget line items for paid staffers to attend professional meetings and training seminars designed to keep our employees and delivery systems state of the art.

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

ORM-1 Maintain quality and visibility of OR, while sustaining a self-supporting entity of the Order.

ORM-2 The OR staff sill continue to select appropriate material for our readership, with specific emphasis placed upon recruiting new members, publishing the exemplary work of the Order,

providing a forum for or Companions, and providing needed information for quality chapter management.

ORM-3 Without sacrificing readership, encourage the membership to access the magazine online.

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 a former or serving Senior or Junior ROTC Instructor or Professor of Military Science, should be named 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 companions will be forwarded to the national committee chairman and updated as necessary.

ROTC-4 The ROTC Committee will continually review and update the ROTC manual and Appendix C (ROTC) to the MOWW Handbook, looking for ways to make the ROTC support program more effective at the Chapter and National levels and ensuring its relevance and currency with Department of Defense policies.

ROTC-5 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.

ROTC-6 Chapters will form ROTC Committees and will maintain continual liaison with ROTC programs. Where possible,

Chapter ROTC Committee members should be of the same service as that of the ROTC/JROTC program they support. New and revitalized chapters especially should focus on ROTC as one of the chapter's initial programs.

ROTC-7 Chapters should submit an annual ROTC Report, as outlined in Appendix C of the MOWW Handbook.

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 the 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 ranks of BSA.

Scout-5 Program information will be exchanged periodically between MOWW and BSA through articles written by each organization for inclusion in the official publication 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 Global War on Terror.

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.

LE-3 Chapters are encouraged to support local organizations with like interests in Law and Order programs.

LE-4 Chapters should appoint Law and Order Committees.

LE-5 Chapters are 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 will identify homeland security programs that can be supported at the local level.

HS-2 Chapters should form Homeland Security committees to work with local authorities.

HS-3 An MOWW Companion should be designated from each State, to coordinate chapter assistance with 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 are 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 web site. The memorials will be reported in Officer Review magazine.

7.18 Awards Program (GOAL: Systematic Program Evaluation)

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

AW-2 New awards will be considered, based upon input from Companions of the Order.

AW-3 Continual emphasis should be placed at all levels upon recognizing with an appropriate award EVERY Companion who contributes significantly to the work of the Order.

AW-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.

AW-5 Each region, State and chapter should nominate one deserving Companion each year for the MOWW National Citation.

AW-6 Each chapter is encouraged to submit applications for the Chapter Activities Award and the various other 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 proposals from any Companion or subdivision (chapter, State, region) of the Order, seeking to amend the MOWW Constitution or Bylaws in accordance with the respective Amendment Articles included in each document.

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

NC-1 All responsibility for National Conventions and Midwinter General Staff Meetings rests with the National Convention

Committee, under the supervision of the Executive Committee of the General Staff (EXCOM)

NC-2 The National Conventions Committee will review the Convention Planning Guide at least every two years, and will revise it as necessary.

NC-3 In order 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.

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

NC-5 The chairman of the National Convention Committee will meet with the EXCOM 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 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.

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.

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

OM-3 The Council of Region Commanders shall be an evaluative and consensus-based body, addressing such issues as regional assistance requirements, individual mentoring, personnel development and the mentoring and revitalization of weak chapters.

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 those commanders of the Order the opportunity to discuss and develop solutions for problems confronting chapters under their jurisdictions; it will function as liaison between chapters and the regions; it will assist in establishing effective communications with, between and among chapters, and between chapters and their members; and it may represent directly the interests of chapters, departments and states upon the floor of the National Convention or of the General Staff Meeting.

OM-5 The Council of Department and State Commanders will facilitate the development of intermediate objectives and the creation of short- and long-term goals for the departments and states of the Order, with special assistance offered to states without chapters; it will focus upon the operational areas affecting the continued viability of chapters, and will encourage continual evaluations by commanders of the strengths and weaknesses of their chapters. Their observations and recommendations are advisory upon the chapters they oversee.

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

OM-6 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.

OM-7 *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.

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

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.

OM-9 Chapter work in new chapter development activities should be recognized in the national competition for the “Best Chapter Award.”

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

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.

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.

OM-12 The performance rating system must allow for employee input by the annual development of performance goals jointly with the supervisor.

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.

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

OM-14 Each annual budget for the Order will include a line item of approximately \$5,000 to \$7,000, over a five-year period, to support the automation of National Headquarters and related equipment requirements (see Appendix E).

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

OM-15 A continual assessment of liabilities associated with organizational activities and programs—such as Youth Leadership Conferences—will be made, and programs developed to reduce the Order’s exposure to adverse outcomes.

7.29 Handbook (GOAL: Improve Organizational Operations and Management)

OM-16 The Chapter Activities Committee will review and update at least every three years, to include appropriate cross-referencing with the provisions of the Order’s foundation documents and its various operational manuals.

8. Summary

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 our agreed goals in support of our organizational mission.

The success of the Order is increased when its leadership 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, and we will continue in service to the nation through our contributions to a strong and consistent policy of national defense, and by our commitment to the principle of passing to a succession of future generations of Americans the ideals which we inherited: Patriotism and Service to Others.