



# MOWW

# Strategic Plan

# (2020-2025)

**EXCOM APPROVED: 19 MARCH 2020, AS AMENDED**  
**OPR: STRATEGIC PLANNING COMMITTEE**

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**Article I. Introduction.** Being a Companion is about who we are, what we represent, whom we serve and what we accomplish together. The Military Order of the World Wars (MOWW) is a Veterans Service Organization (VSO) chartered by the United States Congress and accredited by the United States Department of Veterans Affairs. It was established in 1919.

- A. **Vision.** The MOWW vision is to be a preeminent VSO, which means MOWW's Companions unite to preserve and promote core American values and tenets as expressed in the United States Constitution and in the Preamble to MOWW's Constitution.
- B. **Mission.** The MOWW mission is "To Unite in Selfless Service to the United States of America." Thus, (MOWW) Companions are personally committed to MOWW's motto, "It is nobler to serve than to be served," and dedicated to exemplifying its Order's tagline, "Serving Youth, Community and Nation."

**Article II. Measures of Performance.** The Order shall have Measures of Performance corresponding to each of its Strategic Goals and they will be regularly reviewed during governance forums, e.g., the Executive Committee of the General Staff (EXCOM), region conferences, etc. Performance metrics measure the degree of the Order's commitment to and accountability for achieving improved results, and on increasing the vibrancy and longevity of the Order so it may continue to best serve others.

- A. **Organizational Leadership and Management.** Effective and efficient strategic, operational and tactical leadership and management, and collaborative teaming enable effective and timely decision-making, follow-through and accountability for achieving continually-improving results.
- B. **Performance Metrics.** Performance metrics should be quantitative, have clear definitions and indicate progress to or achievement of a strategic goal. Goal-setting, which is a proven technique to enhance performance, is a critical aspect of improving organizations and achieving desired outcomes.
  - 1. Reporting for unit activities, recruiting, awards, etc., will be done on a monthly, quarterly, semiannual and/or annual basis depending on the need for information. *[Amended 23 Mar 20]*
  - 2. Reports, forms and other means of providing information to the Order will be specified in the Policy Manual. *[Amended 23 Mar 20]*
- C. **Data Collection, Analysis and Decision-Making.** Document and record data, focusing on quantitative data. Analyze data and assess effectiveness of plans and actions taken. If results do not reflect the progress desired, consider adjusting the approach until the desired outcomes are achieved.

**Article III. Strategic Goals.** Using MOWW's Strategic Plan is essential to achieving outcomes vital to the Order. Success in achieving all Strategic Goals is based on using measures of performance to track progress to achieving each strategic goal as a part of recurring governance activities. At the end of each Operating Year, MOWW will publish a Strategic Goal Report Card with metrics for the Order, regions and chapters.

- A. **Strategic Goal 1 (SG-1). Recruit, Convene & Involve Companions.** The MOWW chain of command and staff elements (e.g., committees) will assist chapters in:
  - 1. Increasing chapter end strength by a net four percent (4%) annually, after all losses have been taken into account.
  - 2. Holding chapter meetings at least every other month.

3. Increasing Companion participation in chapter meetings and other chapter activities.
- B. **Strategic Goal (SG) 2. Provide Companion Leadership Training.** The MOWW Education & Training Committee shall establish and conduct initial and annual refresher training programs for region and chapter commanders, and for chapter treasurers. In addition, region and chapter commanders shall also ensure their staffs are trained. *[Amended 23 Mar 20]*
- C. **Strategic Goal 3 (SG-3). Mentor and Develop Companions.** The identification and development of future leaders for the MOWW is key to the success of any organization. The Order's leadership team—commanders and staff at all organizational levels—will identify, train, and mentor Companions who demonstrate potential and leadership abilities needed to hold a variety of line and staff positions in the Order, and to ensure continuity of operations.
- D. **Strategic Goal 4 (SG-4). Conduct Chapter Advertising & Publicity.** The MOWW chain of command and the Information & Publicity Committee will assist chapters in developing chapter-focused advertising (promotion) and publicity (media) by numerically increasing:
1. The number of chapter newsletters published and hosted on the MOWW website, and by using social media to highlight chapter activities and outreach programs.
  2. The number of chapter news releases distributed to media highlighting chapter activities, events, accomplishments and outreach programs.
- E. **Strategic Goal 5 (SG-5). Expand & Improve Chapter Outreach Programs.** The MOWW chain of command will assist chapters increasing:
1. Award presentations of MOWW Reserve Officer Training Corps (ROTC & JROTC) Medals of Merit and Boy Scouts of America and Girl Scouts of the USA Certificates of Recognition to scouts.
  2. Award presentations of MOWW Bronze Patrick Henry Medals (for youth  $\leq 18$  years of age), MOWW Youth Merit Medals and MOWW Award of Merit Plaques to youth involved with or participating in Youth Leadership Conferences, Youth Leadership Seminars, Massing of Colors or other patriotic events and activities.
  3. Award presentations of MOWW Silver Patrick Henry Medals, MOWW Bronze Patrick Henry Organizational Awards, MOWW Law & Order/First Responder Awards and MOWW Award of Merit Plaques to law & order officials, first responders, distinguished local citizens, community service groups and media professionals.
- F. **Strategic Goal 6 (SG-6). Recognize Companion Excellence.** The MOWW chain of command will annually recognize Companions and MOWW chapters by awarding MOWW Gold, Silver and Bronze Patrick Henry Medals, MOWW Outstanding Service Medals, MOWW Outreach Service Medals, MOWW National Citations and Award of Merit plaques, annual program awards, etc.