



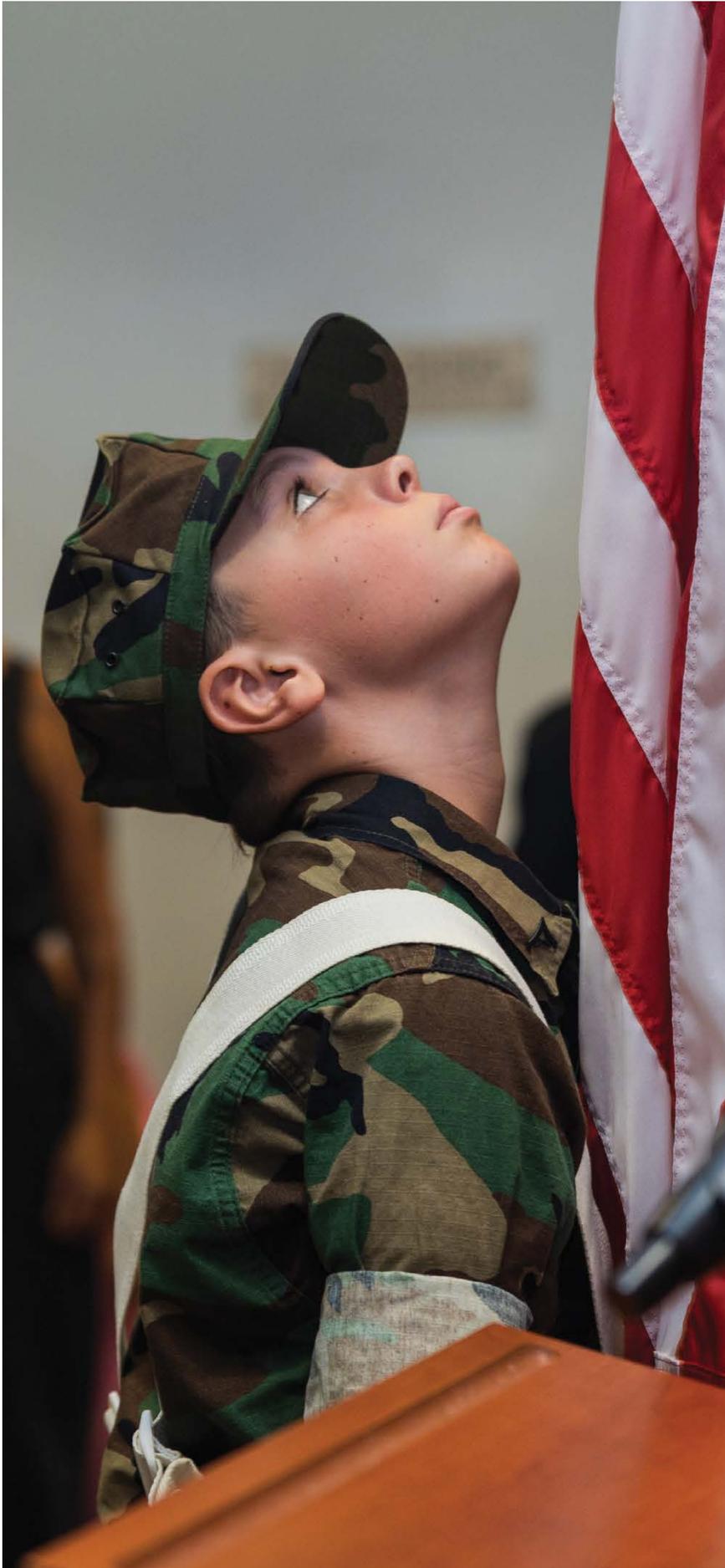
★ MOWWW ★

MILITARY ORDER  
OF THE WORLD WARS

2023-2028

A close-up photograph of interlocking gears. One gear is yellow and the other is silver. The word "strategic" is inscribed on the yellow gear, and "planning" is inscribed on the silver gear. The gears are set against a dark, blurred background.

5 AUGUST 2023



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# INTRODUCTION

This Strategic Plan is designed to mobilize the energies, capabilities, and capacities that are within the Order at every level and to leverage strategic partnerships. More than a list of goals, it is a consensus of priorities that will advance the Order in

- growth,
- vitality, and
- service.

Achieving these goals depends on constant attention from every Companion, chapter, and element in MOWW. The term “chapter” is expansive, fully inclusive of small and non-traditional entities and cadres operating in the name and mission of MOWW. It is a living document that provides constancy in moving forward together, yet agility in responding to changing and unforeseen circumstances.

This Plan is intended to encourage creative strategies in its implementation and to constantly seek opportunities for success, which may require new thinking and new models, then building on every success.

MOWW is a patriotic, nonpartisan, Veterans Service Organization (VSO), Chartered by Congress. It is a nonprofit membership association of veterans with a shared experience dedicated to continuing a life of service to others as expressed in our Motto “It is nobler to serve than to be served.” The Strategic Plan aspires to rededicate and amplify the founding principles articulated in our Preamble, principles which resonate with strength 104 years from our founding.

We recognize that we are in an ever-changing world with competing challenges. Yet, we hold firm to our beliefs that service to others, patriotism, civic education, and developing and recognizing tomorrow’s leaders make our communities and nation stronger and honor the legacy of those who served before us.

***Every Companion*** is needed to become an owner of this Strategic Plan.

***Every chapter*** is urged to become a partner in its implementation.

***Every component at every level of the Order*** is expected to make these goals a focus of its core agenda.





## MOWW VISION:

*A strong America, dedicated to preserving and advancing American Ideals and Founding Principles.*

## MOWW MISSION:

*The Military Order of the World Wars serves our nation and local communities by providing and supporting activities that promote and encourage responsible citizenship, patriotism, youth leadership, military and public service, veteran support, and strong national security.*

# STRATEGIC GOALS

## Strategic Goal One (SG 1):

Consistently develop and deliver attractive, and high-impact community outreach programs and activities.

### Objectives:

- Adapt MOWW programs and activities to attract veterans who will donate their time, talents, and efforts towards improving the well-being of our Youth, Community, and Nation.
- Stimulate strong and sustainable growth at all organizational levels in both the quality and quantity of supportable outreach programs and activities.
- Increase engagement with key program stakeholders and subject matter experts.
- Assist local chapters to integrate community leaders who are not eligible for MOWW membership into chapter community outreach programs and activities such as the MOWW Patriot Program.





## Strategic Goal Two (SG 2):

Expand our impact through alliances and strategic partnerships with organizations that align with our mission.

### Objectives:

- Develop and implement a process for identifying and vetting potential alliances and strategic partners.
- Codify existing and new formal relationships with appropriate organizations and emphasize those relationships publicly.
- Integrate established alliances and strategic partnerships with existing and new programs and activities.
- Assist chapters in developing of local relationships with appropriate organizations, posting on local websites and social media, and integrating those organizations into chapter community outreach programs.

## Strategic Goal Three (SG 3):

Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies, and local community engagement.

### Objectives:

- Implement a National MOWW Communication and Marketing Strategy that includes use of technologically based platforms and mediums.
- Integrate the Information & Publicity Committee as the focal point for creating and executing the overall National MOWW Communication and Marketing Strategy to include assisting regions, departments and chapters.
- Regions, departments, and chapters develop and implement communication, marketing, and engagement strategies, informed by the national strategy, which include websites and social media.





## Strategic Goal Four (SG 4): Annually grow engaged and sustainable MOWW membership.

### Objectives :

- Motivate, influence, and engage Companions to proactively attract new Companions, to the Order and their Chapter.
- Retain existing members.
- Develop, fund, and implement a national strategy to attract new members.
- Determine what attracts Companions to become and remain members.
- Determine why MOWW is not attracting targeted cohorts essential to membership growth.
- Grow and retain veteran membership ensuring 75% veteran membership in every chapter and throughout the Order for compliance with 501(c)19 requirements.

## Strategic Goal Five (SG 5): Increase revenues ensuring adequate financial resources to fulfill the Order's mission.

### Objectives:

- Invest in the data, technology, and staff required to develop the foundation of an effective fundraising program.
- Identify and engage in new funding streams in support of the Order's mission, vision, and activities.
- Implement increased external and internal sources of revenue at all levels of the Order.
- Assist chapters in the development of local fundraising initiatives that seek donations and grants from outside of MOWW membership and annual P&M Fund distribution.





## Strategic Goal Six (SG 6): Increase the number of chapters and strengthen existing chapters.

### Objectives:

- Attract, develop, and retain a dedicated volunteer force to carry out the Order’s community outreach mission at all levels of the Order.
- Seek and identify energized leaders to achieve success individually and collectively at all levels of the Order.
- Strategically establish new chapters in opportunity-rich locations with high potential leaders and large numbers of eligible members.
- Develop at all levels of the Order the tools and skills required for all chapters to succeed.

# It Is Nobler To Serve Than To Be Served

## Building Strategies to Serve

*Our strategic model is focused on our **Community Outreach Programs** at its core as the defining feature, which will attract a new generation of Companions and partners and will lead to national recognition and stable funding sources.*

MOWW’s Strategic Plan, 2023–2028 sets forth our total commitment to revitalizing the Order, built on key strategic priorities.

- *Alliances and Partnerships,*
- *Increased National Visibility,*
- *Growing Active Membership,*
- *Resilient Resourcing, and*
- *Strong Chapters.*

The plan distills the Order’s new vision and mission into an actionable set of interconnected goals oriented on the communities we serve and grounded in the Order’s traditional values of serving others.

## Opportunities to Build and Serve

The path forward is rich with opportunity. The framework of strategies is open to new ideas, to imagining possibilities, and to building a vital Order and a Strong America. It is here the non-traditional chapters and cadres can contribute unique perspectives that add dimension to the Plan’s implementation and where strategies and partnerships must be adaptive. Our strategic plan is a living document, an ever-evolving roadmap to guide us to build and serve.

- We will produce **an annual *Implementation Annex*** to communicate the plan and to track execution, assessment, and reporting.
- We will develop **an annual *Annex of Performance Metrics***.

Beyond tracking quantitative metrics, implementation will require all to review and evaluate current programs and activities. We will capitalize on the strength derived from the unique dynamics and activities of each chapter and the leadership of Companions to seek innovative approaches to old problems.

# Making it Happen—Now

**“Every Companion** is needed to become an owner of this Strategic Plan.”

The plan is powered by the collaborative strength of our Companions. We call on all to mobilize our shared experience in leadership to ignite the core principle of revitalizing the Order and to make real the strategic goals and objectives.

**“Every chapter** is urged to become a partner in its implementation.”

The chapter is the fundamental engine that drives the plan in our communities. It is the essential partner needed to adapt and advance the objectives.

**“Every component** at every level of the Order is expected to make these goals a focus of its core agenda.”

Every Chapter, Department, Region, Committee, Council, Working Group, Board, and all National Officers within the Order will incorporate in its annual plan some aspects of the objectives in the strategic plan and will actively coordinate with other elements in implementing those objectives.

***The Strategic Plan Begins Here!***

We must think and act creatively  
and not be hesitant to change  
where change is needed.



**Planned**

**CHANGE**



# Youth, Community and Nation





**MILITARY ORDER  
OF THE WORLD WARS**

**Annex A – Strategic Plan 2023-2028 Implementation Plan  
(Approved 28 March 25)**

**A. Overview**

1. The MOWW Strategic Plan 2023-2028 (STRAT PLAN 23-28 / “Plan”) and Annex A (Implementation) and Annex B (Metrics), establish the implementation strategy and provide performance-based metrics to track and measure the Plan’s impact. Successful implementation and subsequent execution of STRAT PLAN 23-28 is crucial to the Order’s future growth, longevity, and prosperity.
2. STRAT PLAN 23-28 goals, objectives and annex guidance all address the Order’s mission focus and the ultimate fulfillment of its strategic vision. There are twenty-five objectives that address the Strategic Plan’s six goals. Successful implementation of the Plan requires that all levels of the Order use it as an integral reference tool and planning guide to accomplish the Order’s desired mission and vision end-state.
3. While STRAT PLAN 23-28 establishes six strategic goals; along with twenty-five goal-associated objectives, all levels of the Order (i.e., companions, cadres, chapters, departments [where applicable], regions, committees, councils, working groups, and boards of officers) are not expected to address or accomplish every metric every operational year (OY). The Plan is a five-year strategic roadmap that, if consistently applied over the span of five years, will result in an improved and thriving Order.
4. All levels of the Order should review and address applicable goals and objectives with the intention of addressing all six strategic goals over time.

**B. Introduction**

1. STRAT PLAN 23-28 was introduced, briefed, reviewed, and approved by the General Staff in convention during the 2023 MOWW National Convention. This policy decision set in motion a multi-year implementation process throughout the Order. The Strategic Planning Committee (SPC), with the direction of the MOWW Executive Committee (EXCOM), manages the overall strategic planning and growth of the Order.
2. STRAT PLAN 23-28 and its annexes provide information, timetables, processes, and quantifiable performance metrics for launching, conducting, and continuously re-evaluating the actions necessary to achieve the desired end-state.
3. Annexes provide an operational roadmap for executing, evaluating, and adjusting action plans annually. They are dynamic documents meant to ensure progress and achievement towards reaching the Plan’s ultimate goals.
4. The vision, mission, strategic goals/objectives, and action plans at every level of the Order are essential to the successful execution of STRAT PLAN 23-28. All levels of leadership are required to do their part to raise proper companion awareness of the value of strategic plan intent, implementation, along with demonstrating practical application of annexes A and B



methodology. Success in this endeavor will establish the foundation on which to build successful membership recruitment, retention, involvement, and participation.

5. The success of our Order's outreach programs requires purposeful involvement, execution feedback, and continued practical implementation of STRAT PLAN 23-28; consequently, all fellow companions, cadres, chapters, departments (where applicable), regions, committees, councils, working groups, and boards of officers must maintain an "adaptability and flexibility" mindset that will help achieve the strategic objectives and goals outlined in the Plan and its Annexes.
6. This document outlines elements for the practical execution of the strategic goals, including comprehensive implementation, documentation, reporting, assessment and periodic re-evaluation and adjustment.
  - a. Phase I – Plan Implementation: Defines the process of STRAT PLAN 23-28 goal implementation at all levels of leadership and required use in every regional Fall/Winter conference planning to include local chapter operations during annual OY activities.
  - b. Phase II – Documentation and Reporting: Outlines the requirement for action plans at all levels of leadership, the continuous review of those action plans, establishes the necessity for the completion and submission of an MOWW FM-27 Chapter Activity Report (CAR) performance data, and the requirement for online and posted annual reports. All MOWW Forms are accessed from the moww.org website.
    - **30 SEPT** – required submission date for all action plans
    - **1 FEB** – required submission date for the Mid-Year FM-27 CAR
    - **1 JUN** – required submission date for all annual reports

NOTE: All Chapter Action Plans (CAP) will be developed at the start of the new OY on 1 July and submitted shortly after the annual national convention NLT on 30 September.

- c. Phase III – Assessing Strategic Plan Implementation Progress: Addresses the requirement for chapter, region/department commander, VCINC, and committee plans and assessments to be included in respective annual reports. Annual assessments must also include action plan progress, updates, and recommended corrective action/solutions for follow-on consideration. These assessments are essential elements towards the compilation of data for inclusion in the annual Strategic Goal Report (SGR) generated by the SPC.
  - d. Phase IV – Adjusting Plan Implementation as Required: Mandates continuous review of STRAT PLAN 23-28 and its annexes at all levels of Order leadership. The SPC will compile and forward recommended changes/adjustments to the EXCOM for review and final approval.
- C. Phase I – Plan Implementation
1. All Companions need to familiarize themselves with STRAT PLAN 23-28 and annexes, the current Vision and Mission statements, the Strategic Goals and associated objectives. All companions must also fully understand and embrace the strategic focus toward the Order's outreach programs-centric organization objectives and goals, successfully integrating the Plan and

ensuring a consistent and effective transition forward for the Order.

2. Region/Department Commanders must have a thorough knowledge and understanding of STRAT PLAN 23-28 and its annexes, ensuring that the Plan is integrated effectively throughout all regional operations.
3. Chapter commanders and committee chairs will gain a working knowledge and become proficient with all aspects of STRAT PLAN 23-28, Annex A (Implementation) and Annex B (Metrics), review and comprehend the six strategic goals, and associated objectives, goals, and performance metrics.
  - a. Chapter commanders are to direct their questions and concerns to their respective region commanders.
  - b. Committee chairs are to direct their questions and concerns to the Chief of Staff.
4. Region/Department commanders must ensure that STRAT PLAN 23-28 and its annexes are incorporated as focal points of all annual Fall/Winter Region conference event planning and execution.
  - a. Before each conference, region commanders will address STRAT PLAN 23-28 and annex questions, goals, objectives, and implementation strategy with their oversight VCINC to ensure they can inform and address companion questions about the Plan and the CINC's intent for implementing it.
  - b. Chapter commanders and committee chairs will attend their respective region conferences ensuring a seamless transition to the STRAT PLAN 23-28 and annex execution strategy. The understanding gained will be of paramount benefit in drafting, implementing, and evaluating respective action plans and annual reports.
  - c. Region/Department commanders need to ensure that chapter leadership understands all implementing and reporting requirements of STRAT PLAN 23-28, the six Strategic Goals, all stated strategic objectives and annex content and intent.

#### D. Phase II - Documentation and Reporting

1. Action plans at all levels should reflect goals and objectives that are both short and long term in nature: they must be "SMART" (Specific, Measurable, Achievable, Realistic, and Timely) in their construction and implementation.
2. Under STRAT PLAN 23-28 and its annexes; all cadres, chapters, departments, region commanders, committee chairs, and all VCINCs will create and submit their action plans NLT 30 September of each OY.
3. Action plans for each OY shall be forwarded to the Order's leadership for review as follows:
  - a. EXCOM action plans will be submitted to the CINC;

- b. Region Action Plans will be submitted to their respective VCINC;
  - c. Chapter Action Plans will be submitted to their region commanders; and
  - d. Committee action plans will be submitted to the MOWW Headquarters (HQ/MOWW) Chief of Staff.
4. Region/Department commanders are responsible for continuously reviewing Chapter Action Plan (CAP) progress and render assistance to chapters as needed based on those reviews. Methodology for reviews is at the discretion of the region commander and should be a combination of objective and subjective validation methods.
  5. VCINCs are responsible for reviewing all Region Action Plan progress and assisting regions as needed based on those reviews.
  6. The FM-27 CAR provides information to Order leadership on chapter progress corresponding to their submitted action plans and assessment recommended course corrections.
  7. HQ/MOWW is the office of primary responsibility for the tracking of and the functional administration of annual reports; the EXCOM provides oversight of the annual report process.
  8. HQ/MOWW, with EXCOM concurrence, will determine what data are to be included in which annual reports, to include data that is required in the annual assessment of STRAT PLAN 23-28, Annex A (Implementation) and Annex B (Metrics). Annual reports will be the authors' assessment of progress towards achieving strategic goals and objectives.
  9. All annual reports shall be finalized NLT 1 June each year and provided to all leadership positions so they can document their efforts in addressing and supporting the goals and objectives of STRAT PLAN 23-28 and Annexes. This includes a combination of a required narrative and online submissions: since the Order OY encompasses the period 1 July through 30 June, annual reports are required to "project" activities and data for the period 1-30 June of each year even though they have not yet been performed.
  10. Online annual reports will be tailored for each level of the Order's leadership by the HQ/MOWW and EXCOM (i.e., the annual report for chapters would be different from regions, VCINCs, committees, etc.).
- E. Phase III – Assessing Strategic Plan Progress
1. Region/Department Commanders, VCINCs, and Committee Chairs will include strategic goal assessments in their respective annual reports NLT 1 June of each OY.
  2. The SPC will publish an annual Strategic Goals Report (SGR) NLT 15 July of each year using data gathered from the previous OY to formulate the report.
  3. The SGR will assess strategic goal achievement throughout the Order using STRAT PLAN 23-28, Annex B (Metrics) and data reported through annual reports and assessments.

4. HQ/MOWW will include the SGR in the annual National Convention Almanac. The SPC will complete and submit the SGR to HQ/MOWW by 1 July, to ensure that HQ/MOWW includes the SGR in the published annual convention almanac.
5. The annual SGR will also be posted on the MOWW website for Order wide review, reference, and planning use.

F. Phase IV – Adjust the Plan as Required

1. To enhance and improve STRAT PLAN 23-28, it is the responsibility of the SPC to annually review region (and department if applicable), chapter and committee annual reports/assessments and recommend updates to the Plan and annexes A and B as necessary.
2. The SPC will review all compiled performance OY data and submit SGR recommendations to determine if, based on the collected and analyzed data during the annual reporting submission and review process, revisions to the STRAT PLAN 23-28 and annexes are warranted.
3. All commanders and committee chairs will submit recommended changes to the SPC for consideration and review, through the chain of command.
4. The SPC will obtain feedback from submitters of the prior OY annual reports and assessments to determine necessary changes to the stated goals and objectives in STRAT PLAN 23-28 and annexes.
5. Any recommended changes to STRAT PLAN 23-28, its annexes, submitted action plans, annual reports and assessments, will be submitted for EXCOM review and final approval.

## Annex B – Metrics Including Essential and Additional Supplementary Metrics

There are 109 metrics identified in this annex including *essential* and *additional supplementary metrics* towards measurement of attainment of goals and objectives as outlined in the *MOWW 2023-2028 Strategic Plan*. The metrics outlined herein are not intended to be comprehensive, all-inclusive, or exclusionary in nature, but are identified as potential indicators of strategic goal and objective attainment. All **Action Plans** should, as a minimum, focus on designated *essential* metrics contained in this annex of which will be assessed in annual reports. This annex will be reviewed annually with all metrics adjusted as required based on data assessments garnered from annual reports; key areas of focus as identified by the Order’s senior leadership will also be a factor in adjusting these metrics for subsequent years.

These metrics should also serve as a primary reference planning resource for all Order echelon strategic goal support planning efforts to include, but not necessarily limited to, the drafting and development of annual operating year *Action Plan* attainable goals. Four echelons have been specifically broken-out as attachments to this Annex: metrics in the attachments with asterisks are *essential* metrics and will be assessed in 2023-2024 end-of-year Annual Reports: all other metrics should be considered when completing related action plans. The four attachments are:

Attachment A:	Chapter-Related Metrics
Attachment B:	Region-Related Metrics
Attachment C:	Committee-Related Metrics
Attachment D:	Headquarters-Related Metrics

The EXCOM will determine year-to-year which metrics are classified as *essential* metrics to be addressed in action plans and assessed in annual reports.

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**ANNEX B – ATTACHMENT A  
CHAPTER-RELATED METRICS (53 TOTAL)**

Bolded metrics in this attachment with asterisks (16 Total) are *essential* metrics and will be assessed in 2023-2024 End-of-Year Annual Reports: all other metrics are *additional supplementary metrics* and should be considered when completing related action plans.

**Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.**

- Is there an increase in the number of chapter youth leadership programs throughout Order? (SG-1)
- **Are chapters increasing the number of Companions who are actively involved in chapter outreach programs? (SG-1) \***
- Are non-MOWW veterans and outside Veteran Service Organization (VSO) members actively involved in chapter community outreach programs? (SG-1)
- Are Chapters conducting at least one Youth Leadership Seminar annually? (SG-1)
- What is the average number of outreach programs that Chapters are performing? (SG-1)
- **Are chapters annually increasing the number of community outreach programs not previously performed? (SG-1) \***
- **Do Chapters have a viable *Patriotic Education* program? (SG-1) \***
- Have chapters involved other community organizations or VSOs in their outreach programs? (SG-1)
- Have chapters engaged other chapters or national committees to aid in the development and/or execution of their outreach programs? (SG-1)
- Are chapters assisting other region chapters in the development and/or execution of that chapter's outreach programs? (SG-1)
- Are chapters annually increasing the number of *MOWW Patriots* and are they actively involved in chapter outreach programs? (SG-1)

**Strategic Goal Two (SG-2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.**

- **Have Chapters increased the number of Alliances and Partnerships established with local veteran and non-veterans organizations that align with the MOWW mission? (SG-2) \***
- Have Chapters created alliances and partnerships with organizations not already partnered with the Order through Headquarters MOWW? (SG-2)
- Are chapters establishing alliances and strategic partnerships with outside entities? (SG-2)
- Have Chapters pursued and developed alliances and partnerships with local veteran and non-veteran organizations that align with the MOWW mission? (SG-2)

- Have Chapters increased their number of alliances and partnerships with local veteran and non-veteran organizations that align with the MOWW mission? (SG-2)
- Do chapters have a listing of their alliances and strategic partnerships? (SG-2)
- What manner of publicity have the chapters generated with established alliances, to include (but not limited to) press releases, social media, newsletters, and websites? (SG-2)
- Have Chapters conducted joint chapter meetings with partnered organizations? (SG-2)
- With which partnered organizations have joint Chapter meetings been held? (SG-2)
- Have Chapters conducted joint community outreach activities with partnered organizations? (SG-2)
- Which local organizations, websites, or media outlets have chapters established relationships with? (SG-2)
- How have chapters communicated with other organizations, media outlets, or veterans chapters? (SG-2)

**Strategic Goal Three (SG-3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement.**

- Do chapters have a communications/marketing plan? (SG-3)
- Have chapters grown their visibility within the community? (SG-3)
- Do Chapters have a website presence? (SG-3)
- **Do Chapters have a dedicated social media presence? (SG-3) \***
- Do Chapters utilize multiple social media avenues? (SG-3)

**Strategic Goal Four (SG-4): Annually grow engaged and sustainable MOWW membership.**

- **Have all Chapters met/exceeded EXCOM established national recruiting goals? (SG-4) \***
- **Have Chapters increased the number of new Companions recruited (excluding membership renewals and reinstatements)? (SG-4) \***
- Have Chapters increased the number of Companions that attend at least one region conference or National Convention annually? (SG-4)
- Do chapters have a documented *Membership Growth and Sustainment Strategy*? (SG-4)
- **Has the total number of individual Companion-sponsors of new members increased from the previous operating year? (SG-4) \***
- **Have 85% of Regular and Hereditary Members renewed their membership? (SG-4) \***
- Have at least 25% of Regular Memberships upgraded to Perpetual Memberships? (SG-4)

- **Have all chapters equaled or exceeded a 75% veteran-Companion threshold? (SG-4) \***
- Have chapters established a plan to increase their chapter's veteran companion threshold at or above 75%? (SG-4)
- **Have Chapters held at least one general Chapter meeting per quarter? (SG-4) \***
- **Have Chapters increased their average number of Chapter Companions attending regular Chapter meetings (excluding guests)? (SG-4) \***

**Strategic Goal Five (SG-5): Increase revenues ensuring adequate financial resources to fulfill the Order's mission.**

- Do chapters maintain a list of local donors (including grants)? (SG-5)
- **Do chapters conduct annual fundraising drives? (SG-5) \***
- Is the number of chapters with established fund-raising programs growing annually? (SG-5)
- Do chapters utilize technology in the administration of their fundraising programs? (SG-5)

**Strategic Goal Six (SG-6): Increase the number of Chapters and strengthen existing Chapters**

- Are Companions throughout the Order actively engaged in outreach programs promoted by national committees? (SG-6)
- Do chapters supplement regular meetings with virtual meetings for training, outreach involvement, or other purposes? (SG-6)
- Are an adequate number of Companions participating on national outreach committees? (SG-6)
- Do chapters conduct at least one membership meeting quarterly? (SG-6)
- Do chapters conduct community outreach informational and organizing meetings on a regular basis? (SG-6)
- Do chapters appoint *MOWW Patriots* to outreach committees? (SG-6)
- **Do chapters recognize Companions and Patriots with recognition awards and certificates? (SG-6) \***
- **Do chapters have a viable succession plan? (SG-6) \***
- Have chapters ensured that Companions are not "dual-hatted" at all levels of leadership (elected officers, committee chairs, etc.)? (SG-6)
- **Have Chapter Commanders prepared Companions to assume Chapter leadership roles? (SG-6) \***

**ANNEX B – ATTACHMENT B  
REGION-RELATED METRICS (16 TOTAL)**

Metrics in this attachment will be assessed in the 2023-2024 End-of-Year Annual Report and should be considered when completing related action plans.

**Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.**

- Are region commanders assisting chapters with recruiting new members? (SG-1)
- Are region commanders assisting chapters with influencing new members towards involvement with youth leadership and community outreach programs? (SG-1)
- Are regions assisting chapters in the development and sustainment of youth leadership programs? (SG-1)
- Are region commanders proactively assisting chapters in the development and execution of community outreach programs? (SG-1)
- Are region chapters assisting in the development and/or execution of specific region chapters' outreach programs? (SG-1)
- Are region commanders assisting chapters towards increasing their number of *MOWW Patriots*? (SG-1)

**Strategic Goal Two (SG-2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.**

- Have regions developed partnerships with veteran and non-veteran organizations that align with the MOWW mission? (SG-2)
- Have regions assisted chapters in developing partnerships with local veteran and non-veteran organizations that align with the MOWW mission? (SG-2)

**Strategic Goal Three (SG-3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement.**

- Does the region assist chapters in the development of a communications/marketing plan? (SG-3)

**Strategic Goal Four (SG-4): Annually grow engaged and sustainable MOWW membership.**

- (No associated metrics)

**Strategic Goal Five (SG-5): Increase revenues ensuring adequate financial resources to fulfill the Order's mission.**

- Have regions sought out and developed state-level funding sources? (SG-5)
- Do regions conduct region-level fund raising? (SG-5)
- Have regions assisted chapters in the establishment of fund-raising programs? (SG-5)

**Strategic Goal Six (SG-6): Increase the number of Chapters and strengthen existing Chapters**

- Do regions have a leadership succession plan? (SG-6)
- Do regions recognize Companions with recognition awards and certificates? (SG-6)
- Does region leadership annually identify and promote geographic areas for new cadres? (SG-6)
- Do region staffs conduct individualized training to region chapters? (SG-6)

**ANNEX B – ATTACHMENT C  
COMMITTEE-RELATED METRICS (14 TOTAL)**

Metrics in this attachment will be assessed in the 2023-2024 End-of-Year Annual Report and should be considered when completing related action plans.

**Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.**

- Are committee chairs and members assisting chapters with their recruiting and outreach program involvement? (SG-1)
- Have national committees engaged with regions and chapters providing guidance, information, and assistance in the development and execution of outreach programs? (SG-1)

**Strategic Goal Two (SG-2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.**

- Have committees assisted Headquarters MOWW, regions, and chapters in the establishment of alliances and strategic partners? (SG-2)

**Strategic Goal Three (SG-3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement.**

- Has the Information and Publicity Committee assisted Headquarters MOWW in the development of a *National Communication and Marketing Strategy*? (SG-3)
- Has the Information & Publicity Committee assisted chapters and regions with their communication, publicity and community outreach activities? (SG-3)
- Have National Committees engaged chapters and regions in promoting ways to engage with their communities and increase visibility of local programs? (SG-3)

**Strategic Goal Four (SG-4): Annually grow engaged and sustainable MOWW membership.**

- Do Committee Members communicate with Chapters to influence recruiting toward improved Chapter membership? (SG-4)
- Is the *Strategic Growth Committee* continuously reviewing and conducting appropriate studies to determine what attracts Companions to become and remain as members? (SG-4)
- Is the *Strategic Growth Committee* conducting analysis towards determining how MOWW can improve the attraction of cohorts essential to membership growth? (SG-4)

- Do National Outreach Committees communicate and work with chapter outreach program managers to enhance and influence veteran recruiting in their chapters? (SG-4)
- Do Committee Outreach Committees share chapter newsletters with other organizations to influence communication with MOWW Chapters? (SG-4)

**Strategic Goal Five (SG-5): Increase revenues ensuring adequate financial resources to fulfill the Order's mission.**

(No associated metrics)

**Strategic Goal Six (SG-6): Increase the number of Chapters and strengthen existing Chapters**

- Do committees have a leadership succession plan? (SG-6)
- Do Committee companions communicate with and influence chapters with chapter recruiting efforts? (SG-6)
- Do national outreach committees conduct training at the chapter or region levels? (SG-6)

**ANNEX B – ATTACHMENT 4**  
**HEADQUARTERS-RELATED METRICS (26 TOTAL)**

Metrics in this attachment will be assessed in the 2023-2024 End-of-Year Annual Report and should be considered when completing related action plans.

**Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.**

- Have EXCOM, Committees and HQs Staff provided support to further develop and execute outreach programs (SG-1)
- Has there been an increase in the number of youth leadership programs throughout the Order? (SG-1)
- Has there been an increase in the number of Youth Leadership Conferences and Seminars (YLCs & YLS) throughout the Order? (SG-1)
- Is there an increase in the number of students attending YLCs and YLSs? (SG-1)

**Strategic Goal Two (SG-2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.**

- Has HQs established new alliances and partnerships with like-minded organizations? (SG-2)
- Has the Order updated all signed current MOUs, MOAs and *Resolutions of Support* older than 5 years? (SG-2)

**Strategic Goal Three (SG-3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement.**

- Has the Headquarters published a *National Communication and Marketing Plan* in coordination with the IPC? (SG-3)
- Have communication and marketing tools guides and templates been published on the national website? (SG-3)
- Has the Headquarters increased participation in National level promotional events and ceremonies? (SG-3)
- Has there been an increase in the overall engagement rate, followers, reach, and content interactions on the Headquarters' *Facebook, LinkedIn* and *Instagram* accounts? (SG-3)
- Does the Headquarters consistently promote MOWW Outreach Program Activities with at least two posts per week? (SG-3)
- Has there been an increase in the documented use of the National Website (i.e., number of users, number of new users, etc.)? (SG-3)

- Has there been an increase in the number of Companions registered on the National Website? (SG-3)

**Strategic Goal Four (SG-4): Annually grow engaged and sustainable MOWW membership.**

- Is the Order's Regular Member retention rate greater than 85%? (SG-4)
- Does the Order conduct an Annual Membership Drive? (SG-4)
- Have Chapters achieved the EXCOM approved annual recruiting goal? (SG-4)
- Is the Order's Veteran membership percentage at or above 75%? (SG-4)

**Strategic Goal Five (SG-5): Increase revenues ensuring adequate financial resources to fulfill the Order's mission.**

- Does the Headquarters continuously develop new sources of Revenue and Support? (SG-5)
- Have *MOWW Store* revenues increased over the previous fiscal year? (SG-5)
- Has there been an increase in Regular Membership Dues Revenue over the previous fiscal year? (SG-5)
- Has the Order achieved the established annual *CINC Solicitation* donation goals? (SG-5)
- Has there been an annual increase in the amount of donations (dollars) to the *CINC Solicitation*? (SG-5)
- Has the Order annually increased the amount of grants, donations, and sponsorships (dollars) that are budgeted for overall *MOWW Operating Revenues*? (SG-5)
- Has the *Board of Trustees* managed-investment-accounts returned sufficient funds to support at least an annual 4% distribution from the *P&M Fund*? (SG-5)
- Does the Order maintain sufficient financial assets that are available to meet cash needs for general expenditures? (SG-5)

**Strategic Goal Six (SG-6): Increase the number of Chapters and strengthen existing Chapters**

- Has the Headquarters provided Chapters and annually updated Tips, Guides and Best Practices for Chapter and Companion use? (SG-6)

**\* END OF ANNEX B \***