

**NATIONAL SOJOURNERS, INC.**  
**7942R Cluny Court**  
**Springfield, Virginia 22153**

**17 JUNE 2017**


**Admin Order: 2-18**

**Subject: Strategic Plan**

1. The Strategic Plan, including long range goals, specific objectives and associated national leadership and committee tasks, is set forth in the attached *2017-2022 Strategic Plan* document.
2. Implementation of each *2017-2022 Strategic Plan* task shall be via one or more task orders assigned in writing to National Officers, National Committee Chairmen, and/or Ad Hoc Committee Chairmen by the National President or his designated representative. In the absence of Presidential tasking, National Committee Chairman, in coordination with the National President, shall develop one or more task orders for their committee at the beginning of the Sojourner year. In an effort to enhance the productivity, effectiveness, and ease of understanding of National Committees, a GOAL-TASK-ACTION paradigm shall be implemented by each National Committee.
3. Reports.
  - a. Task Status Reports. All National Officers, National Committee Chairmen, and/or Ad Hoc Committee Chairmen assigned task order implementation responsibility shall report their progress in writing to the National President and all members of the National Line at least 15 business days prior to the beginning of each national meeting.
  - b. State of the Order. The National President shall:
    - (1) Brief the National Officers and delegates at the Mid-Winter Meeting on the State of the Order to include progress against strategic goals; and,
    - (2) Summarize Sojourner year-end progress in his National Convention report to the membership.
4. This National Circular will expire on 18 Jun 2017, unless continued by the next National President.

ATTEST:

  
WILLIAM R. SANNER  
National Secretary-Treasurer

  
RONALD D. R. SORTINO  
National President

## 2017-2022 STRATEGIC PLAN

### Vision Statement

National Sojourners, Incorporated (NSI) continues to increase its viability and visibility as **THE Patriotic branch of Freemasonry**. We must continue to develop the financial viability of the Order, including tapping outside funding, to reduce the financial burden on the members. And, we must continue operating in a manner consistent with the quality expected from former members of the Uniformed Forces of the United States. We must never forget that the Headquarters and Staff exist only to support the Sojourner in the field.

### Mission Statement

The mission of National Sojourners, Incorporated is to educate and inspire Patriotic pride among all who call America their home. Through its Flag Presentations, Youth Leadership Conferences, ROTC and JROTC Awards, and Youth Essay programs, National Sojourners, Incorporated provides recognition, education and opportunities for our citizens to more fully appreciate and love this great Country. By so doing, we seek to promote the ideals of our forefathers that make America a singularly unique and exceptional nation based upon liberty, equality, and fraternity which has been paid for by bravery and sacrifice of our past and present military members.

### Goals

The following goals are intended to sustain our current efforts and increase our potential for long-term success:

1. Maintain financial soundness by increasing our sources of revenue and decreasing our expenses;
2. Increase our membership by attracting like-minded men to join our Order;
3. Improve our relations with our members and chapters through communication, education, and training by our Area & Regional Representatives;
4. Strengthen participation in all Americanism programs by encouraging, educating, and supporting the efforts of our Chapters;
5. Enhance or establish Masonic unity with Grand Lodges, Blue Lodges, NSI and Chapters through the Masonic Initiative.
6. Encourage our Chapters to involve Ladies and families of our members at all levels, thereby improving our ability to attract membership in National Sojourners, Inc.
7. Ensure our Strategic Plan remains current through annual review and update by the National Line.

## Objectives

We will achieve our goals by:

1. Increasing income by –
  - a. Developing National fundraising and grant committees to explore the income producing benefits of our 501(c)3 tax status with the Spirit of America Educational Foundation, Inc. (SAEF).
  - b. Identifying nationally based, grant awarding corporations whose goals align well with National Sojourners activities.
  - c. Identifying and implementing an annual fundraising activity similar to the Shrine Circus, but more aligned with our National Sojourners principles of Americanism and Patriotism.
  - d. Actively eliciting fundraising ideas from our National Sojourners rank and file through the use of an idea box located at the Registration Desk at all National meetings.
  - e. Establishing a Million Dollar Club soliciting donations, with an appropriate insignia to denote membership in this prestigious group.
  - f. Developing a Virtual Wall of Honor on our website to recognize donors to the Sojourner Endowment Memorial (SEM) Fund and the Spirit of America Educational Foundation, Inc. (SAEF), with names noted on virtual stones.
2. Reducing expenses by –

Reducing our current administrative costs by conducting a job task analysis to streamline administrative functions at our Headquarters.
3. Increasing membership by –
  - a. Identifying and attracting current eligible Masons through the efforts of our Membership and Bridge of Light Committees.
  - b. Actively pursuing Active Duty and recently separated/retired military members, including disabled veterans, as new Masonic recruits.
  - c. Developing ways to advertise Masonry and NSI using public service announcements, social networking and internet “side ads” on websites targeting like-minded men.
  - d. Improving our understanding and acceptance of “the younger generation” through data collection, education and training.

- e. Developing strategies to make National Sojourners, Inc. stand out from other Patriotic organizations, as “**The Masonic Military Organization**” to join.
4. Improving the performance of our Area and Regional Representatives by – Encouraging the use of the Educational & Training Curricula to continue to improve the abilities and performance of our Chapter Officers, as well as our Area and Regional Representatives and Committee Chairmen.
5. Improving Chapter Officer support by –
  - a. Continue to develop and provide templates and boilerplates for our Chapter Officers to use, thereby simplifying the process of participating in all our Americanism Programs.
  - b. Increase demand for Americanism Programs by advertising through social media and internet “side ads” targeting ambitious youths, schools, youth programs, etc. These efforts will be led by our Americanism and IT Committees.
6. Improving relationships among NSI, Masonic Lodges and like-minded Patriotic organizations by –
  - a. Enhancing or establishing Masonic unity with Grand Lodges, Blue Lodges, Appendant Bodies, and our local Chapters by increasing mutual support among all. Proceed with the implementation of the National Sojourners “Masonic Initiative” to harbor close contacts with all Grand Lodges in America. This will be accomplished by the Fraternal Relations, Chapter Revitalization & Chartering, Membership, and BOL Committees.
  - b. Enhancing or establishing relationships with SAR, MOWW and other Patriotic organizations.
7. Involving Ladies and family members of National Sojourners in more meaningful ways.

Exploring ways to make National Sojourners, Incorporated more family friendly in order to better appeal to younger prospective members.
8. Review and update the/our Strategic Plan, annually.

## **Conclusion**

This strategic plan is to provide a road map for future growth and success. It will be evaluated and updated annually by the National Line.

**God bless America.**