**National Sojourners, Inc.**

**7942-R Cluny Court**

**Springfield, VA 22153**

**24 JUNE 2018**

**Admin Order 1-19**

**Subject: Strategic Plan**

1. The Strategic Plan, to include long-range goals, specific objectives, and associated national leadership and committee tasks, is set forth in the attached ***National Sojourners 2018-2023 Strategic Plan.***
2. Implementation of each task contained in the *Blue Print for the Future* shall be via one or more task orders assigned in writing to National Officers, Area and Regional Representatives, and National Committee Chairman by the National President. 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 to be presented at the Mid-Winter Meeting for action at the following Annual National Convention. In an effort to enhance the productivity and effectiveness of National Committees, each National Committee shall implement a GOAL-TASK-ACTION paradigm. This paradigm means each task is 1) finite, achievable, and relevant to achieving the goal; 2) assigned to a specific individual, 3) assigned a completions date that meets the requirement; and 4) concluded with a timely resolution so it can be acted upon by the membership at the next ANC. The resolution must be submitted 90 days prior to the MWM to be considered by the Resolutions Committee.
3. Reports.
4. Task Status Reports. All National Officers, Area and Regional Representatives, and National Committee Chairman assigned task order implementation responsibility shall report their progress in writing to the National President and all members of the National Line at least 30 business days prior to the beginning of each national meeting.
5. 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 Annual National Convention Report to the membership.

This Administrative Order will expire on 9 June 2019.

ATTEST:

William R. Sanner Edward W. Nolte

National Secretary-Treasurer National President

**NATIONAL SOJOURNERS 2018-2023 STRATEGIC PLAN**

1. **Theme for 2018-19:** Honor our Past, Celebrate our Present, and Embrace our Future!
   1. **Honor our Past**: Our 100-Year Legacy is a gift to us from our Forefathers.
      1. Their foresight created a strong organization that we all enjoy today.
      2. Their vision, leadership, and efforts did not accept the status quo, and neither should we—work to make NSI stronger internally and externally.
      3. Brother President and Fellow Sojourner Harry S Truman said, “Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.”
   2. **Celebrate our Present:** Strengthen our current Chapters, create new ones, be represented in every State, and engage every Sojourner in our success.
      1. Lead, follow, and serve to make NSI and Masonry better.
      2. “Leave this world a little better than you found it.” Robert Baden-Powell, soldier, writer, and founder of the Boy Scouts.
   3. **Embrace our Future:** Give future Sojourners the gift that our predecessors gave to us—ensure the Order is successful with each member, each Chapter, each Region, and each Area across the Nation and World.
      1. Improve leadership and involvement, build membership, expand Chapters, serve Masonry, and make everything better because of your presence.
      2. Raise National Sojourners’ priority and its role within your Masonic experience.
2. **Vision:   To be the preeminent Masonic Order in Proudly Serving the Cause of Patriotism . . .** Be viable and visible within all Grand Lodge Jurisdictions and Appendant Masonic Bodies as **THE Patriotic Branch of Freemasonry**. The National Sojourners’ vision requires that we develop, advance, and deliver a wide range of highly visible Americanism and patriotic programs in both public and Masonic venues that 1) promote American values and love of country; 2) strengthen our Democracy; 3) showcase love and respect for flag and country; 4) preserve our revolutionary constitutional heritage; and 5) teach new generations what it means to be an American.
3. **Mission: Our Purposes are our Mission.** The Purposes of National Sojourners and your part in supporting the Mission shall be to:
   1. Organize current and former members of the uniformed forces of the United States and Honorary Members into Chapters . . . **Your Part:** Initiate 5 new Active Members in your Chapter, attend Chapter meetings, and support Chapter activities
   2. For the promotion of good fellowship among its members . . . **Your Part:** Conduct interesting, informative meetings that all members enjoy and want to attend
   3. For assisting such as are overtaken by adversity or affliction . . . **Your Part:** To support our members and honor our veterans
   4. For cultivating Masonic ideals . . . **Your Part:** To live honorably and teach others to do the same by your example
   5. For supporting all patriotic aims and activities in Masonry . . . **Your Part:** To support local Lodges with Programs such as Toast to the Flag, Historic Flag, Building the Flag, Colonial Ladies at the Table, Lodge of Military Tribute Ceremony; support for Youth at Freedom’s Foundation Valley Forge and Youth Leadership Conferences; and ensure elected Grand Lodges Officers are members of one or more Chapters in their Grand Jurisdiction
   6. For developing true patriotism and Americanism throughout the Nation . . . **Your Part:** To provide Patriotic Programs for civic groups, i.e., Americanism Programs
   7. For bringing together representatives of the Uniformed Forces of the United States (past and present) in a united effort to further the military needs of National Defense . . . **Your Part:** Vote for President, members of Congress, State officials and local representatives, who support a strong military and National Security
   8. For opposing any influence whatsoever calculated to weaken the national security . . . **Your Part:** To oppose any effort or group of people who espouse principles not in the best interests of the American citizen, the Constitution, and our security or who support non-citizens over citizens of this great Nation
4. Inspire Patriotic pride among all who call America their home. Through our Flag Presentations, Youth Leadership Conferences, ROTC and JROTC Medals, and Youth Essay Contests, recognize, educate, and provide opportunities for U.S. citizens to more fully appreciate and love this great Country. By promoting the ideals of our forefathers, such as freedom, equality, justice, and humanity, ensure America remains a unique and exceptional Nation.
5. **Goals and Objectives:** Our goals and objectives are intended to sustain current efforts and increase our Order’s potential for long-term success. Each goal and its objectives help to make our Order better and stronger. Make your motto: “If it is to be, it is up to me!” Be a Leader—Make a Difference in our Order and every member’s Masonic experience.
   1. **Leadership Goal:** Improve Leadership throughout the Order. Leadership is our first Goal because without exceptional leadership, other desirable outcomes such as chartering new Chapters, increasing membership, obtaining greater Masonic recognition, and obtaining more community relevance can soon diminish or even vanish. Leadership is the spark that makes for interesting meetings and productive outreach programs. Leadership does not reside with the National or Chapter President alone, but must be present in every individual Sojourner by viewing his membership in the Order and supporting his fellow Sojourners as a primary commitment. Our dedication to duty and commitment to excellence mix with our Masonic obligations to create an Order, which can do more than any other Masonic body. We are quite simply Masonic volunteers with the military discipline and dedication to achieve our Purposes. Dereliction of duty is NOT in our character. We will improve leadership within and communication among our National Line, Area and Regional Representatives, National Committees, Chapter Officers and individual members.
      1. **Objective L-1:** **Improve Communication with the Chapters and Pride of Membership among the Members.** Write six historical articles for *The* *Sojourner* on the Order of National Sojourners. Article are as follows: 1) Founding (1917-1919), 2) 1st 25 Years (1919-1944), 3) 2nd 25 Years (1945-1969), 4) 3rd 25 Years (1970-1994), 5) 4th 25 Years (1995-2019), and 6) Next 25 Years. These articles during the Centennial Year are intended to educate each member on key facts, dates, and history of the Order. **OPR: NP**
      2. **Objective L-2: Communication General:** The website is the public face of our Order, especially for our younger members, future leaders, and prospective members. For Committees, ensure your website information is current, accurate, complete, and focused on the members. Complete your taskers (See Blueprint for Action 2018-2019) and report results to NP by 30 days prior to our Mid-Winter Meeting. **For Committee Chairmen,** 1) utilize an Agenda to conduct your meetings, 2) ensure your information on the Website is current, 3) review and follow the National Committee Chairman’s Guide; 4) work on tasks related to advancing our vision (the rudder for where we are going) as directed here, 5) leave minutes and reports of their progress on the website, and 6) set a goal to conduct at least one Conference Call Meeting with the members of your Committee. For **Area and Regional Representatives,** plan a Centennial Area Conference and Encampment (AC&E) and post details on the website. **For Chapter Officers and members,** support your Chapter’s Centennial activities and host/attend an AC&E. Read and understand the Centennial Toolkit to ensure your Chapter receives recognition. **OPRs: National Line Officers, Committee Chairs, Area & Regional Representatives, and Chapter Officers**
      3. **Objective L-3**: **Communication Specific: For Area and Regional Representatives,** visit and communicate with your Chapters as required and report status. Provide the names of prospects for vacancies and train your backup—every Area and Regional Representative should have an assistant/backup. **For Chapter Leadership** submit your reports accurately and punctually to HQ. **OPRs: Area & Regional Representatives, Chapter Presidents, and Chapter Secretaries.**
      4. **Objective L-4: Education:** While Chapter and Camp news is important and informative, we also need articles on NSI Operations. **For Committee** **Chairmen** write one article on your Committee’s relevance to National Sojourners with the intent of educating the membership and providing something of use and interest for a Chapter Program. **OPRs:** Committee Chairmen
   2. **Membership Goal:** Increase membership by 750 members in Centennial Year.
      1. **Objective M-1:** National Sojourners should add 750 new Active members, 600 of which are MIPs. **For each Chapter**, initiate at least five new Active members, which will earn the Chapter a Membership Streamer. **For each Sojourner,** take as a personal commitment to replace yourself by personally presenting at least one petition for a new member. **OPRs:** National and Chapter Membership Chairmen (also every individual Sojourner).
      2. **Objective M-2:** **For each Chapter**, execute an organized “Campaign Plan” to ensure every veteran Mason in every Lodge within 50 miles of your Chapter is contacted about joining National Sojourners. This is an excellent time to present the Lodge with a framed Toast to the Flag Poster. Ensure every elected Grand Lodge Officer in your Grand Jurisdiction is a member of National Sojourners. **OPR:** Chapter Centennial Chairman
      3. **Objective M-3:** **For each Chapter,** develop strategy for your Chapter to make National Sojourners stand out from other Patriotic organizations such as SAR, VFW, MOWW, LOH, etc. and be “THE Masonic Military Organization” to join. Be relevant and visible in the public and Masonic community as Masons, but especially as National Sojourners. Consider presenting new Masters with a certificate at his installation, setting flags on veterans graves on Memorial Day, presenting the Missing Man Table at Grand Lodge, conducting a Lodge of Military Tribute at Lodges in your area for Masons and non-Masons alike, be the “Flag Expert” at every Masonic event, present the Colors at Grand Lodge, Scottish Rite, York Rite, and Lodge Installations . . . possibilities are endless, use your imagination, and just do it! **OPR:** Chapter President and Centennial Chairman
   3. **Operations Goal:** Improve Chapter operations to increase overall membership, improve attendance, implement programs, conduct interesting meetings, be relevant in the community, support NSI Vision and Mission, and communicate with members.
      1. **Objective O-1:** Re-establish Chicago Chapter at ANC in Omaha. Open Chicago Chapter at the Annual National Convention, and offer every National Sojourner an opportunity to join the Mother Chapter of the World.  **OPR: NP**
      2. **Objective O-2:** Charter a Chapter in every U.S. Grand Jurisdiction—currently missing are DE, ID, MA, MT, NV, SD, and WV. Just do it! **OPR: NP**
      3. **Objective O-3: Each Chapter, improve its performance on these 21 points**
         1. If your Chapter does not meet monthly . . . Just do it!
            * Lodge, Scottish Rite, and York Rite meet monthly. NSI should too.
         2. If your Chapter does not meet in the evening for dinner . . . Try it!
            * Lunch meetings accommodate older members, but prevent working-age members and ladies from attending.
         3. If your Chapter does not have a complete set of officers or your officers have held office for years . . . Be a leader and volunteer to help!
            * A repeated officer slate is a sign of a struggling Chapter. Fix it, now.
         4. If your Chapter does not open in form . . . Be a leader—just do it!
            * Your Blue Lodge opens in form, and so should your Chapter.
         5. If your Chapter meetings have <10 members attending . . . Be a leader—fix it!
            * Attend, initiate new members, and hold interesting meetings/programs.
         6. If your Ladies do not attend the meetings . . . Invite them!
            * Ladies encourage other Ladies (and their husbands) to attend.
         7. If your Heroes Camp is inactive . . . Be a leader—re-activate!
            * An active Heroes Camp rewards active Chapter participation, improves fellowship, supports patriotic ideals, and is fun.
         8. If your Chapter/Camp Officers duplicate . . . Initiate new members.
            * Do not burn out your leaders or deny leadership by duplication.
         9. If your Chapter does not initiate 5% of its Active membership annually . . . Be a leader—replace yourself annually!
            * Every Chapter/member has a responsibility to increase membership.
         10. If your Chapter does not attend ANC . . . Be a leader—attend!
             * Do not allow your Chapter to be unrepresented and do not miss the Centennial Birthday Bash at the Omaha ANC in June 2019!
         11. If your Chapter does not present five or more JROTC/ROTC Awards annually in person and offer to present the Toast to the Flag . . . Be a leader—start an ROTC Awards Program and train your members to do the Toast to the Flag!
             * NSI supports Youth, and ROTC Youth ensure our future freedom.
         12. If your Chapter has no essay program . . . Be a leader—start one!
             * NSI supports Youth, Americanism, and Patriotism—do your part.
         13. If your Chapter does not present at east 4 Flag Presentations a year—Be a leader, learn and deliver these presentations—they are on the website!
             * Help develop true Patriotism and Americanism throughout the Nation.
         14. If your Chapter does not publish a newsletter in print or on-line . . . Be a “leader—do it!
             * Include Chapter Happenings, local Masonic events at minimum, birthdays, and anniversaries at a minimum.
         15. If your Chapter does not report to National Sojourners Inc. (NSI), and the Chapter Revitalization and Chartering Committee (CR&CC)—Communicate!
             * NSI and CR&CC need your Chapter’s status to support and strengthen the Order.
         16. If your Chapter does not submit its members for awards . . . Be a leader—recognize and thank your members—they will appreciate it.
             * Submit at least 3 awards to thank your active Chapter members.
         17. If your Chapter does not host or support an Area Conference and Encampment . . . Be a leader—host and/or support one!
             * This is an excellent way to improve how your Chapter operates and a MUST for the Centennial Year to earn specific recognitions.
         18. If your Chapter does not support FFVF, YLC, or other youth leadership activities . . . Be a leader—support Youth and our future!
             * Each Chapter should sponsor a student or fund a scholarship annually.
         19. If your Chapter members do not routinely visit Blue Lodges as Sojourners (not just as Masons) . . . Be a leader—schedule visits to Lodges and present the Toast to the Flag poster so they remember you each time they pass the poster—it is striking!
             * Visit Lodges, present Programs, and support Masonry.
         20. If your Chapter Secretary has performed for more than 5 years . . . Be a leader—train his replacement!
             * A tough job needs to be shared by dedicated Chapter members.
         21. If your Chapter does not have a calling Committee—Be a leader—appoint one and call (not email) every member prior to every meeting!
             * Members often don’t decide not to attend, but sometimes just don’t decide to attend—a personal reminder is harder to refuse.

Relative to these questions, Program Planning is a task for each. View the PowerPoint resource on the website for ideas. We are conducting training for Chapter Officers and Area and Regional Representatives at the Annual National Convention—plan to attend to improve your Chapter.

**Bottom Line:** “Do not accept the Status Quo and the way it has always been!” Grow Chapter membership, increase member participation, and strengthen Chapter community outreach programs. If your Chapter performs 6 of these 21 functions, for example, be a leader and increase it to 8-10. If your Chapter performs 10 of these functions, be a leader and increase it to 12-15. Strive each year to have your Chapter do one or two more items than it did last year. Be a leader—make a difference for your Chapter and the Order and our collective future.

* 1. **Financial Goal:** Increase the Sojourner Funds by $100,000
     1. **Objective F-1:** Reduce Cost of Operations. Operations costs are steadily, and in some cases, dramatically increasing. Look for ways to save money by eliminating programs that are less effective. **OPR: National Trustees**
     2. **Objective F-2:** Increase Revenue. Support National fundraising to provide benefits of our 501c(3) tax status in the Spirit of America Education Fund. **OPR: National Trustees**
     3. **Objective F-3:** Increase Revenue.Develop a Virtual Wall of Honor on our website to recognize annual President’s Club ($100), Hero’s Club ($500), Patriot Club ($1,000), and codicil donors to all NSI Funds. **OPR: National Trustees**
     4. **Objective F-4:** Enhance the quality of HQ operations in terms of member and chapter services. **OPR: National Secretary-Treasurer**

1. **Program Goal:** Strengthen participation and involvement in all NSI programs
   1. **Objective P-1: Colonial Ladies at the Table**—Each Chapter perform at least one ceremony for a local Lodge to improve Masonic Unity. **OPR: Chapter VP1.**

* Lodge should invite 5-10 non-Mason leaders who ought to be Masons, encourage attendance by all Lodge members, and provide a suitable dinner setting dedicated to this event.
  1. **Objective P-2: Lodge of Military Tribute Ceremony—**Each Chapter perform one ceremony in a Lodge to honor local veterans, especially non-Masonic veterans, to introduce Masonry and National Sojourners. **OPR: Chapter VP2.**
* With Grand Lodge approval, Lodge should have refreshments after the ceremony, answer questions about the Lodge, and facilitate membership.
  1. **Objective P-3: Color Guard**—Each Chapter present the Colors and Toast to the Flag at Grand Lodge Annual Communication, Appendant Masonic Body Conferences, Lodge Installations, or other Masonic and civic events**. OPR: Chapter VP3.**
  2. **Objective P-4: Historic Flag and Building the Flag—**Each Chapter present at least four Flag Programs annually for Masonic and civic groups. **OPR: Chapter President**

1. **Masonic Unity Goal:** Enhance or establish Masonic unity with Grand Lodge, Blue Lodges, and other Appendant Masonic Bodies.
   1. **Objective U-1:** Enhance the relationship between your Chapter and Grand Lodge . . . Be a Leader—support its patriotic needs and initiate every elected Grand Lodge Officer into NSI. **OPR: Chapter Membership Chairman**

* NSI needs Grand Lodge, and Grand Lodge needs NSI for programs and support for Masonic membership . . . NSI is THE Military-Masonic Order.
  1. **Objective U-2:** Enhance the relationship between your NSI Chapter and Blue Lodges . . . Be a leader—visit often; support degrees; and provide leadership and patriotic presentations, and invite every eligible Mason to join NSI. **OPR: Chapter Bridge of Light Chairman**
  2. **Objective U-3:** Enhance relationship between your Chapter and Appendant Masonic Bodies. **OPR: Chapter President**

**Bottom Line:** NSI must work closely with the various Grand Lodge Jurisdictions, and help Masonic Lodges throughout the Nation. We do this best when we are represented in every Grand Lodge Jurisdiction and count among our membership the Masonic leaders of each and every Grand Jurisdiction.

1. **Strategic Plan Goal:** Organizations never plan to fail, but sometimes fail to plan. The Strategic Plan is vital to NSI success as it includes the steps necessary to achieve the Vision accomplish the Mission. The Five-Year Strategic Plan should evolve over time, but it should NOT be dramatically changed each year. Every National President Elect should update the Strategic Plan, with the coordination of the National Vice Presidents, and ensure those who follow are engaged and create their own Five-Year Strategic Plan. Updating the Goals and Objectives each year is appropriate, but changing the Goals and Objectives does not provide sufficient time for them to be successfully applied. Failing to review, update, and implement the Strategic Plan means that the year will be executed without an organized guide for the National Line, the Chapters, and the individual members.
   1. **Objective S-1:** National Line review and updatethe Strategic Planannually with input from Committee Chairs and Area and Regional Representatives. **OPR: NP**
   2. **Objective S-2:** Area and Regional Representatives present Strategic Plan to their Chapters and get Chapter support for their portions. **OPR: NPE**
   3. **Objective S-3:** Update National Bylaws and National Regulations on a rotating 5-year basis with one-fifth of the NR reviewed and updated annually. **OPR: National Committee Chairmen**
   4. **Objective S-4:** Update National Circulars and Administrative Orders annually. **OPR: NP**
   5. **Objective S-5:** Develop and use the Educational & Training Curricula to continue to improve the abilities and performance of our Chapter Officers and Area and Regional Representatives. **OPR: N3VP**

**Bottom Line:** With members from diverse military and non-military backgrounds, Masonic backgrounds, and regions and states, it is essential to provide a roadmap to guide everyone and ensure the Order is in step and marching in the same direction.

**Conclusion:**This Strategic Plan is a road map, which provides guidance for future growth and success. It must and will be evaluated and updated annually by the National Line. The National President-Elect shall perform this requirement during his year with the assistance and consent of the other Line Officers. By continuing to resolve current problems and developing sound Strategic Plans to address each of them, we better ensure our future success. NSI is committed to the attainment of our mission.

God bless America!

This Administrative Order will expire on 9 June 2019, and be updated by each National President for his term of office.

ATTEST:

William R. Sanner Edward W. Nolte

National Secretary-Treasurer National President