

Congressional Medal of Honor Society



Strategic Overview, 2022-2024

Prepared in Collaboration with the Congressional Medal of Honor Society

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Introduction

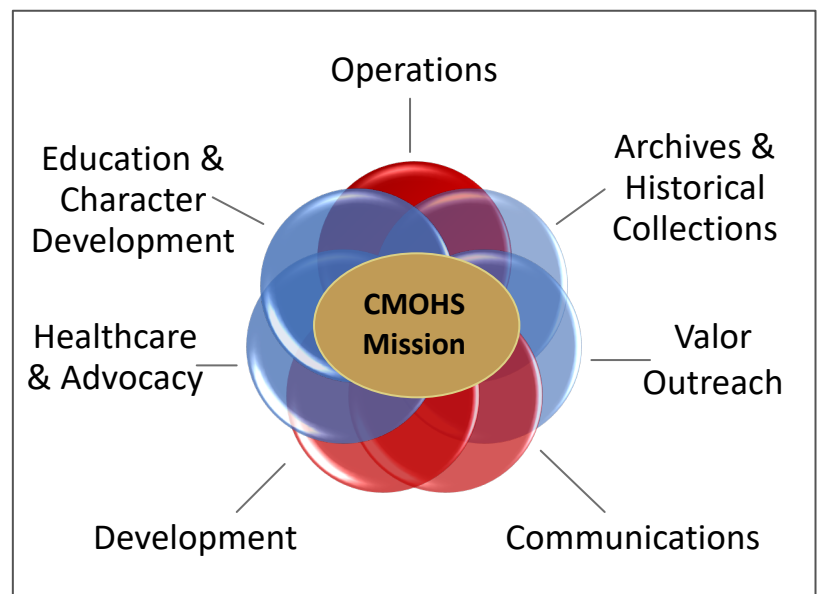
Since its inception in 1958, the Congressional Medal of Honor Society (CMOHS) and the living Recipients have protected, upheld, and preserved the dignity and honor of the Medal of Honor through its commitment to educate America’s youth and assist fellow veterans. As the number of living Recipients has dramatically declined, the Board of Directors felt the need to deliver more formal and structured programs, while continuing to ensure that the comradery and welfare of the Recipients was sustained. To accomplish this, the Society established the Medal of Honor Foundation in 1999. Working under the auspices of the Society, it serves as its development arm and works to secure levels of funding to meet the strategic imperatives of the Society.

The Foundation’s purpose is to advance the Society’s mission and provide a path for its financial support. Over the course of 2021 and to ensure a unified approach, the CMOHS began a planning process that has focused strategic conversations. The process sought input from a wide variety of stakeholders and yielded a broad framework aligned with the Society’s overarching goals of sustenance and growth.

At the heart of the Society’s important mission to support Recipients and preserve their legacy are the staff members who work toward the achievement of the Society’s objectives. This plan captures department-level priorities and emphasizes the team’s commitment to “Unity of Effort.”

Our “Unity of Effort” theme, captured in the diagram to the right, highlights:

- Renewed emphasis on our shared commitments as we position the Society for growth.
- Commitment to enhancing our awareness of one another’s roles.
- Emphasis on new levels of collaboration and our important interrelationships to one another as we initiate new, next-level discussions.



With “Unity of Effort” as our foundation for 2022-2024, we are committed to protecting and advancing the legacy of our nation’s Medal of Honor Recipients. This document captures the priorities and goals of our organization and its members as we work together toward this end.

Strategic Overview

Purpose

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Strategic Overview

Our Purpose

The Congressional Medal of Honor Society exists to sustain the bond of comradeship among Recipients by protecting and preserving the dignity of the Medal of Honor (MOH), inspiring our nation's youth to be better citizens, and aiding Recipient's families and fellow veterans.

- **Vision:** Through the Congressional Medal of Honor Society, Recipients remain as deeply committed to serving our country in peace as they did in war – Honoring the Sacrifice; Inspiring the Future.
- **Mission:** The Congressional Medal of Honor Society is dedicated to preserving the legacy of the Medal of Honor and its Recipients, inspiring America and its veterans, and supporting the Recipients as they connect with communities across the country.
- **Values:** The Congressional Medal of Honor Society's core values are as relevant as ever – Courage, Sacrifice, Commitment, Integrity, Citizenship, and Patriotism.

Our Stakeholders

We serve the 66 living Recipients and their spouses, educate America's youth through character development programs, assist veterans in their transition and wellness needs, and work with corporations, military services, and institutes of higher learning to address a myriad of issues including leadership challenges. We collaborate with other nonprofits to help cross-promote on issues, activities, and opportunities to help our military, veterans, and American society as a whole.

Our Scope

- **Education and Character Development:** Provides training and course material to nearly 20,000 teachers nationally; conducts in-person and virtual seminars on character development and leadership; and integrates program elements into post-secondary education venues.
- **Archives and Legacy:** Manages Medal of Honor Recipients' Museum on the U.S.S. Yorktown at Patriots Point, S.C. that welcomes over 300,000 visitors annually; acquires and expands artifact collections and museum displays; develops on-line video library; oversees and executes cataloging and stewardship of the collections to ensure preservation of the legacy; manages the production of living history videos of MOH Recipients; and establishes on-going relationships with other MOH museums and loaned artifacts.

- **Valor Outreach Initiatives:** Manages the formal Valor Outreach Program (VOP) that provides 25-30 MOH Recipient visits to speak at corporate, educational, and veteran venues; and coordinates over 50 outreach events annually.
- **Healthcare and Advocacy:** Manages the direct healthcare consultation for the 66 living Recipients and their spouses; coordinates services with the Veterans Administration and private healthcare providers; and manages on-site medical staffing at key events.

Our Value Proposition

The Congressional Medal of Honor Society is the only organization chartered by Congress to protect, uphold, and preserve the dignity of the Medal of Honor. The Recipients believe in and promote six core values that are needed in and relevant to our society and nation: Courage, Commitment, Citizenship, Sacrifice, Integrity, and Patriotism.

Our Needed Capabilities

The mission of the Society and the Recipients is at stake due to the aging of Recipients, lack of brand awareness, and competition. As the national demand for their stories and examples grows, the number of Recipients able to share their stories is shrinking. There is a need to collect and preserve their stories that become the lessons for the future. The need for additional capabilities includes:

- Acquiring systems and technology to expand access of Recipient database nationally.
- Ensuring that we protect the health and welfare of the Recipients that allows them to remain a national treasure for all Americans.
- Expanding inventory of K-12 lesson plans.
- Organizing virtual and in-person outreach events that support collaborative efforts with other agencies helping America's veterans and military.
- Inspiring all Americans to live lives of significance through increased participation in the Citizen Honors Award for Service and Valor.
- Providing recognition to teachers for their dedication to education through the Character Development Program (CDP).
- Providing an interactive experience while visiting the Recipients' Museum and displays on the U.S.S. Yorktown that expands beyond the ship.

Our Strategic Priorities

Given the needed capabilities noted above, a comprehensive planning process was initiated in 2021; the results of this process included a SWOT Analysis (highlighting Strengths, Weaknesses, Opportunities & Threats). The SWOT Analysis and its accompanying process have inspired and supported the further distillation of priorities presented in this document.

Key points from the SWOT Analysis include:

- **Strengths:** Mission, values, programs, staff, and Recipients' dedication and passion.
- **Weaknesses:** Awareness and brand confusion; transitional phase of organizational structures as the Foundation rebuilds and reaffirms Society as the overarching organization; and developing operations in a very competitive landscape.
- **Opportunities (Internal):** Clarifying and strengthening programs; leveraging Recipient participation in awareness campaigns; collaborating with like-minded organizations (e.g., American Battlefield Trust); and engaging in succession planning.
- **Threats (External):** Competition from other military and veteran nonprofits as well as other MOH museums and centers; and decrease in support as former supporters migrate to other organizations.

Focused attention on these areas continues to inspire organization-wide discussions that have drawn attention to five key priorities for 2022-2024. Those priorities include:

- **Recipient Enrichment:** Ensuring the comradery, health, and welfare of Recipients.
- **Mission Awareness:** Elevating the brand; increasing awareness; and strengthening engagement.
- **Development:** Building sustainability (diversifying revenue streams and revamping fundraising operations); ensuring fiscal health and transparency; and fostering a culture of philanthropy.
- **Programs:** Sustaining, preserving, and expanding the Society's programs.
- **Organizational Structure:** Expanding the Society's staff and systems; streamlining and implementing best practices; and building internal communications.



The Way Forward, 2022-2024

The Congressional Medal of Honor Society maintains its dedication to preserving the legacy of the Medal of Honor and its Recipients, inspiring America and its Veterans, and supporting Recipients as they connect with communities across the country. Recipients' stories of valor and their enduring commitment to courage, sacrifice, integrity, commitment, patriotism, and citizenship continue to inspire our nation while fueling the work of the Society.

Along these lines, the Foundation, Board of Directors, and staff have engaged in strategic discussions over the course of the last year. This document has highlighted the strategic foundation that has resulted from these discussions; in addition to what you have reviewed in this document, staff teams have captured department-level priorities and goals for the next 3 years that will continue to light the way toward reaching the Society's commitments while emphasizing the organization's dedication to "Unity of Effort."

Specifically, this planning cycle has underscored the Society's ongoing commitment to the following:

- Protecting the health and welfare of Recipients and fostering their comradery
- Creating a culture of philanthropy
- Securing funding to sustain the operations of the Society and Foundation
- Increasing awareness of the Society with key influencers
- Countering brand confusion
- Expanding the reach and use of the Society's educational programs

With these priorities as our driving force, the Society strives to go above and beyond the call of duty just as our Medal of Honor Recipients have done on behalf of our country.