



For God. For Country. For Home.

The background of the slide features a dark, textured grey surface. On the left side, there is a portion of a folded American flag, showing the red and white stripes and the blue field with white stars. Several white, three-dimensional stars are scattered across the top left area, some overlapping the flag and others on the grey background.

BACKGROUND

To preserve and assess the future of Catholic War Veterans it was deemed necessary to conduct some research to clarify the organization's vision, mission, and value. This includes an analysis of the current environment for membership engagement, retention, attrition, and expansion which can be considered at the core of the organization's viability.

PURPOSE

The aim of the research is to provide some insights on the strengths, opportunities, threats, and competitive landscape of the organization.

The research shall define a strategic planning process that clearly identifies the current situation, sets strategic goals, develops action steps, and allows for opportunities to adjust the plan.



METHODOLOGY

A pro bono consultant was engaged who met with Catholic War Veterans' leadership to define the process, expectations, goals, and parameters of the research.

The leadership defined key stakeholders to participate in a listening session and individual in-depth interviews to define the landscape for the organization.

METHODOLOGY

The pro bon consultant developed a short survey to disseminate among post leaders and through the CWV website. A total of 75 members responded to the survey and what follows is a summary of the results.



An American flag is draped diagonally across the top left of the image, with its stars and stripes visible. The rest of the background is a light-colored, textured surface, possibly concrete or stone.

METHODOLOGY

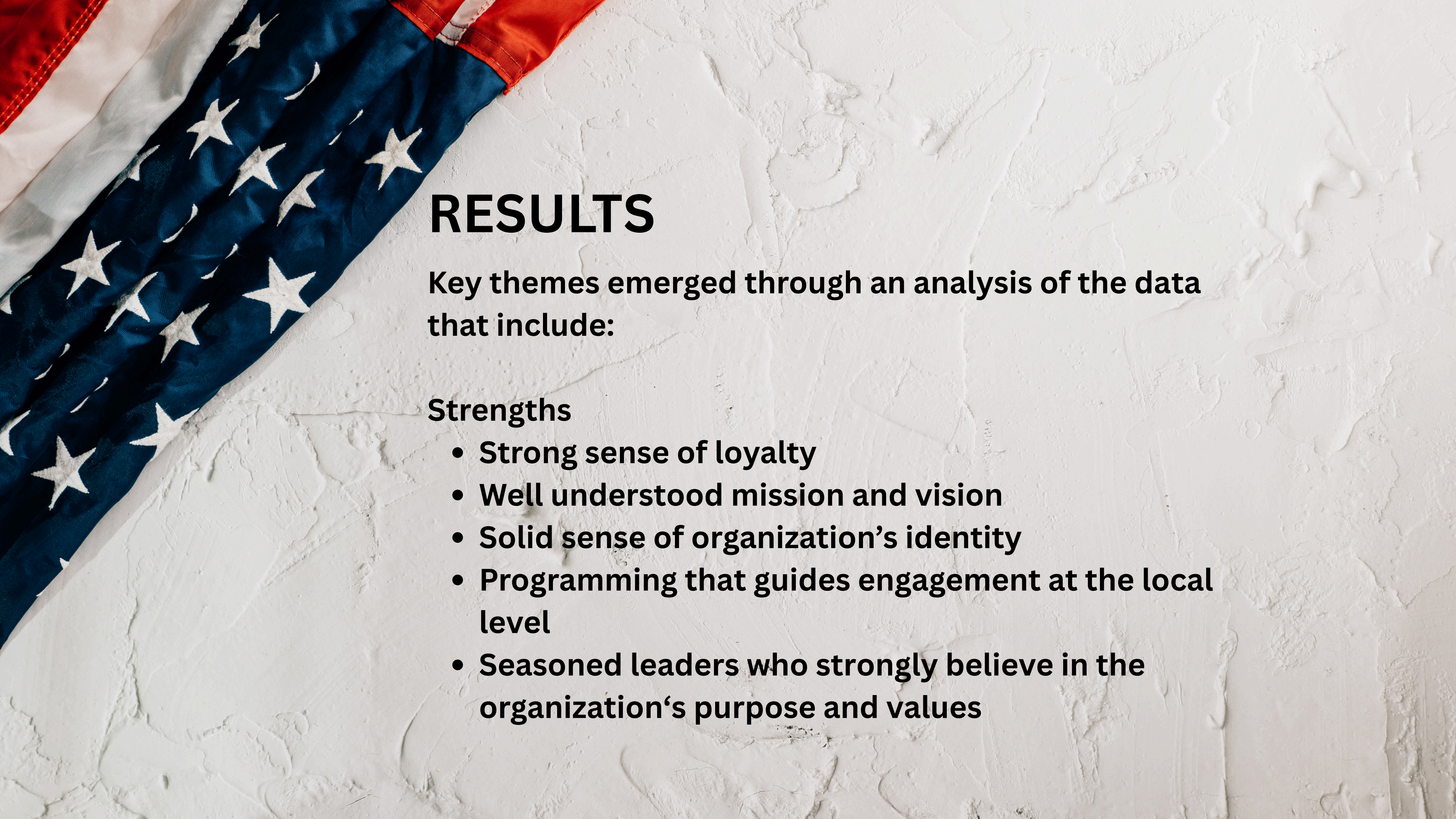
The data from the listening sessions and interviews were inputted into NVivo 20 software, which facilitated the organization and categorization of the data into various emerging thematic categories.

The data coding process followed an inductive approach to assess insights related to the organization's mission and vision. The analysis can support the development of recommendations for the process of drafting a strategic plan.

A vertical portion of the United States flag, showing the blue field with white stars, is visible on the left side of the image. The background is a textured, light-colored surface.

ANALYSIS

- The research focused on posing questions that allowed the participants to discuss why the organization exists which should be clearly defined through its mission.
- The research unveiled hopes and aspirations for the organization which should be consistent with its vision.
- The stakeholder discussion allowed for core values and opportunities to be defined that should guide future decisions about the organization's direction for sustainability and growth.

The background of the slide features a close-up of the American flag's stars and stripes on the left side, transitioning into a white, heavily textured surface that resembles plaster or thick paint. The word "RESULTS" is prominently displayed in a bold, black, sans-serif font.

RESULTS

Key themes emerged through an analysis of the data that include:

Strengths

- **Strong sense of loyalty**
- **Well understood mission and vision**
- **Solid sense of organization's identity**
- **Programming that guides engagement at the local level**
- **Seasoned leaders who strongly believe in the organization's purpose and values**

The background of the image features a close-up of the American flag's stars and stripes on the left side, transitioning into a light-colored, textured stone surface on the right. A semi-transparent grey rectangular box is positioned in the upper center, containing the survey question.

Do you think Catholic War Veterans
should change its mission?

16%



Yes

58%



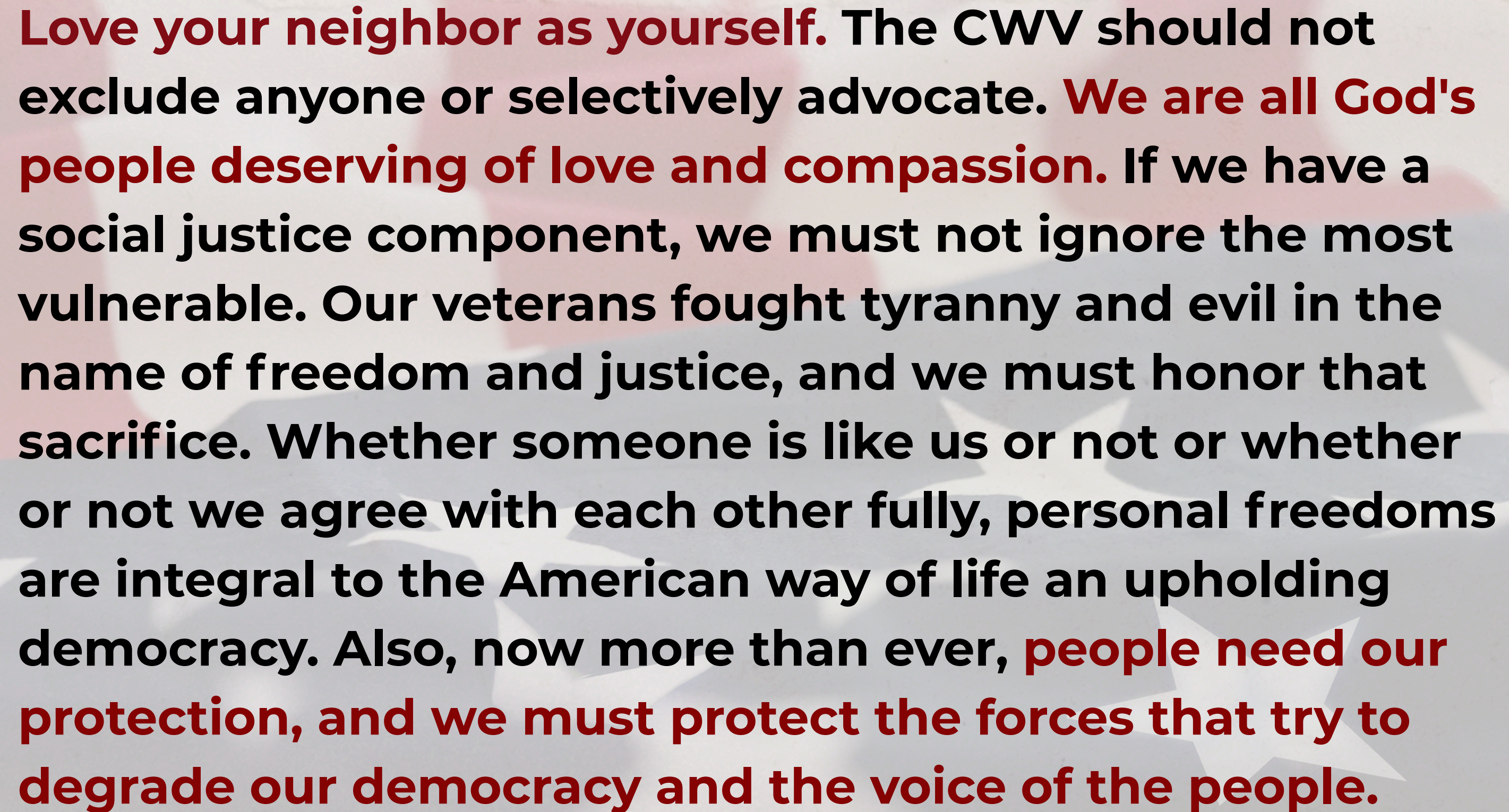
No

What values should guide the decisions of Catholic War Veterans?




A word cloud of values and concepts associated with Catholic War Veterans. The words are in various sizes and orientations, with 'Catholic' and 'Faith' being the largest. Other prominent words include 'values', 'veterans', 'Church', 'Faith', 'God', 'patriotism', 'love', 'need', 'Helping', 'Support veterans', 'Honor', 'Country', 'Home', and 'God'.

values love Catholic Church
need Helping
Honor Support veterans
God Country Home Catholic Church
veterans Faith God
patriotism

The background of the image is a blurred American flag, with the stars and stripes visible. Overlaid on this is a white, torn-edge rectangular shape that contains the text. The text is in a bold, sans-serif font. Some words are in black, while others are in a dark red color for emphasis.


Love your neighbor as yourself. The CWV should not exclude anyone or selectively advocate. **We are all God's people deserving of love and compassion.** If we have a social justice component, we must not ignore the most vulnerable. Our veterans fought tyranny and evil in the name of freedom and justice, and we must honor that sacrifice. Whether someone is like us or not or whether or not we agree with each other fully, personal freedoms are integral to the American way of life and upholding democracy. Also, now more than ever, **people need our protection, and we must protect the forces that try to degrade our democracy and the voice of the people.**



What do you think are the two top strengths of
Catholic War Veterans at the national level?

Membership & Service to Others




A man in a military uniform is seated in a wheelchair, looking down with a somber expression. A woman in a pink shirt stands behind him, her arms wrapped around his shoulders in a supportive embrace. The background is a soft-focus forest with green trees and a path. A semi-transparent grey box with white text is overlaid on the image.

Posts in all the states need more support from HQ and it will grow much greater. Local Posts are the ones who are at the state Level and have the pulse of their veterans' needs on a daily basis. When I was a post commander for several years I did not feel like I had any support.

The background of the slide is a close-up, slightly blurred image of the American flag. The blue field with white stars is on the left, and the red and white stripes are on the right. The flag is draped over a light-colored, textured surface, possibly concrete or stone.

What partners should we engage in order to leverage resources to make Catholic War Veteran's mission possible?


- Knights of Columbus
- Catholic Charities
- St. Vincent de Paul
- Veterans of Foreign Wars
- Veterans hospitals
- Local parishes
- Catholic Universities

An American flag is draped over a light-colored, textured wall. The flag's stars and stripes are visible, with the blue field of stars on the left and the red and white stripes extending towards the right. The wall has a rough, stucco-like texture.

RESULTS

Challenges


- High attrition based on aging membership base
- Inconsistent level of engagement
- Top down communication practices that seem to sustain disengagement
- Needs of members are evolving and organization's responsiveness may be limited
- Diversity of new generation of veterans is not reflected in leadership at the national level
- Prioritization of membership recruitment may not capture the need for the organization to be constantly learning from the needs of veterans

A vertical American flag is positioned on the left side of the slide, partially visible. The blue field with white stars is prominent, and the red and white stripes are visible on the far left edge. The background of the slide is a light, textured surface.

RESULTS

Opportunities:


- Capture demographic data to guide level of diverse engagement
- Loyalty can be compounded with new leadership
- Identify and engage new partners that are not the “usual suspects”
- Conduct a power analysis to assess who influences key stakeholders
- Current threats from the Administration can ignite new interest in the needs of veterans

A close-up, vertical view of the blue field of the United States flag, featuring numerous white five-pointed stars. The flag is slightly wrinkled and occupies the left third of the frame. The background is a light-colored, textured surface, possibly concrete or stone, with some faint, darker markings.

RESULTS

The following quotations serve as evidence for the themes that emerged:

- *There is a disconnect between the veterans that fought for different wars and we need to better understand a new generation of needs*
- *We need to better understand how people prefer to communicate. Technology has changed how we stay connected.*
- *So everyone is sort of like an island amongst themselves. Doing well, but the organization at the national level doesn't have anything that's common with all these little islands.*

A vertical portion of the United States flag, showing the blue field with white stars, is positioned on the left side of the image. The stars are arranged in a grid pattern. The background of the entire image is a light-colored, textured surface, possibly concrete or stone, with some faint, darker markings.

RESULTS

Additional quotations:

- *It is hard to build a community outside a parish, but it can be done by being more inclusive*
- *We need to be partnering with more organizations nationally and locally*
- *I think the priority at the national level is to communicate to the lower echelons on every aspect of what we are supposed to be doing. Communication is key to any organization for growth.*
- *I think the main challenge is membership to keep our organization going. Our members are getting up in age, health is not good, many have passed away. It is hard to get the younger veterans and families involved.*



RECOMMENDATIONS

- Capitalize on current threats to VA funding with strategic messaging
- New Pope can offer a vision of inclusivity
- Capture demographic data to guide level of diverse engagement
- Loyalty can be compounded with new leadership
- Identify and engage new partners that are not the “usual suspects”
- Conduct a power analysis to assess who influences key stakeholders

RECOMMENDATIONS

- Identify funding streams that integrate core programs with new vehicles to deliver
- Use the rich history of membership base as a means of capturing stories that can be archived and celebrated
- Define and engage new leadership that supports member centric approach
- Expand Auxiliary leadership to engage new generation of veterans
- Make new technologies a friend to mine for expansive membership base




A close-up, high-angle shot of the American flag, showing the stars and stripes in detail. The flag is draped over a dark, textured surface, creating deep shadows and highlights in the fabric.

NEXT STEPS

- Define a strategic plan process that allows for transparency and expands early buy-in
- Break down strategic plan goals into specific initiatives and projects, assigning responsibilities, and resources to ensure execution
- Scan and respond to trends and disruptions that could impact CWV's strategic plan and be ready to change strategic assumptions

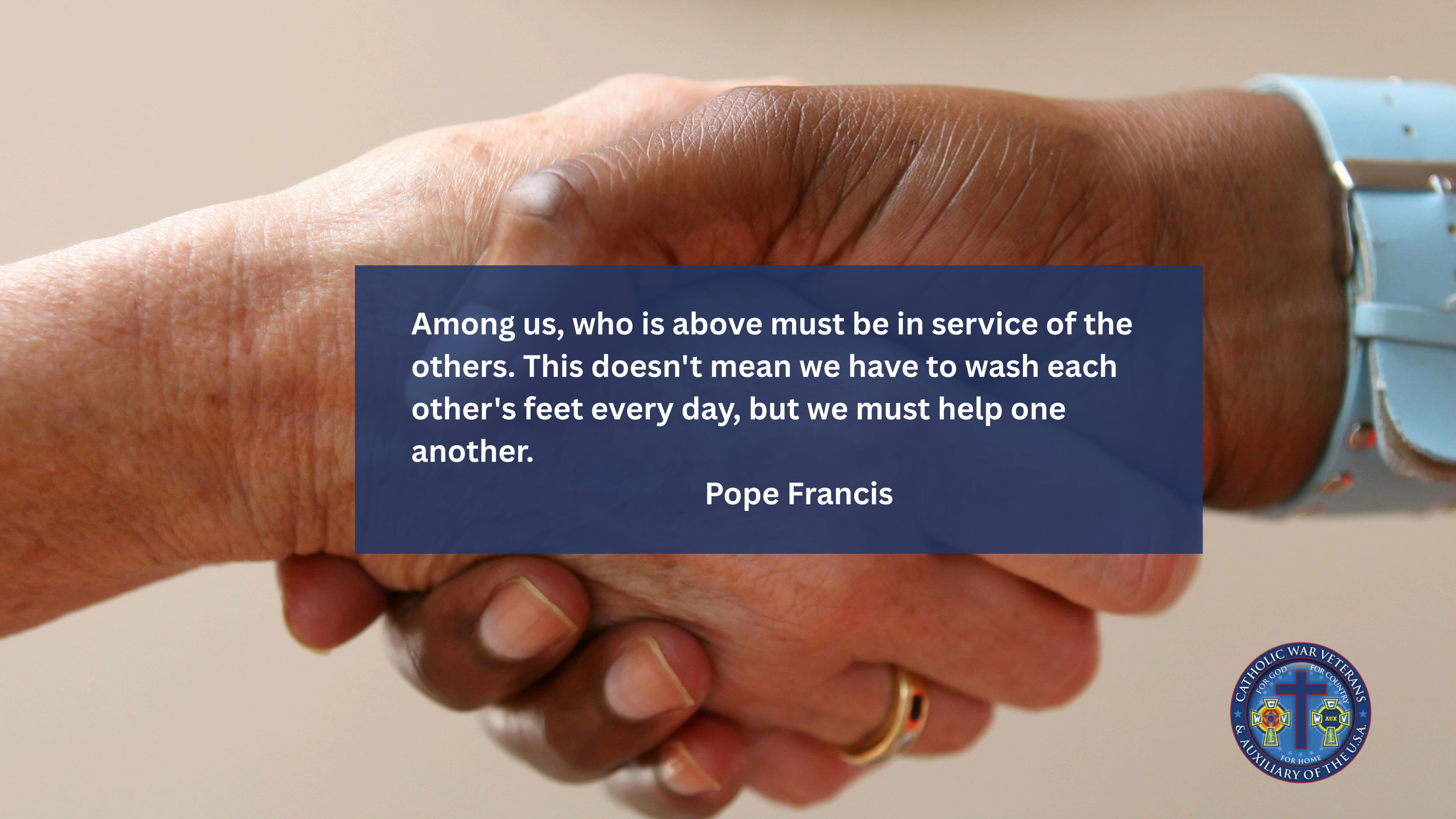


A vertical strip of the American flag, showing the blue field with white stars, is positioned on the left side of the slide.

NEXT STEPS

- Strategic planning cycle should incorporate mechanisms, including scenario planning, to vet assumptions for relevance for the vision and mission
- Don't ignore or devalue trends and disruptions as they can result overlooking threats and opportunities that can affect CWV's value proposition and competitive positioning
- Don't expect too much too fast. Planning takes time, reflection, and broad input



A close-up photograph of two hands clasped together in a firm grip. The hand on the right is wearing a blue leather watch with a metal buckle and a gold ring on the ring finger. The skin on both hands appears aged. A dark blue rectangular box is overlaid on the center of the image, containing white text.

Among us, who is above must be in service of the others. This doesn't mean we have to wash each other's feet every day, but we must help one another.

Pope Francis

