



2021 MOWW ALMANAC

OPERATING YEAR 2020

The Military Order of the World Wars (MOWW, Inc.) is a premier, patriotic Veterans Service Organization inspired by a suggestion of General of the Armies John J. "Blackjack" Pershing, AUS (Ret), and made real by the Order's first and longest-serving Commander-in-Chief, Major General George H. Harries, AUS (Ret), who served as such from 1920-1925. Since then, the Order has promoted good citizenship and public service. MOWW chapters provide opportunities to support patriotic education for youth, ROTC and JROTC award programs, scout recognition and more. General Harries' example reminds us that being a MOWW Companion is more than wearing a membership pin. It is about what we selflessly volunteer to do together—even during challenging times—to serve youth, community, and nation.

HQ MOWW Alexandria, Virginia www.moww.org



GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
OFFICE OF THE GOVERNOR
LANSING

GARLIN GILCHRIST II
LT. GOVERNOR

June 7, 2021

The Military Order of the World Wars
Detroit Chapter
1500 N Stephenson Hwy
Suite 130
Royal Oak, MI 48067

Dear Friends,

On behalf of the people of Michigan, I would like to extend my warmest greetings to everyone attending the 100th National Convention of the Military Order of the World Wars.

The Military Order of the World Wars honors officers who continue to provide service to the United States after the end of their active military service. You all have exhibited strong dedication to the values of the Military Order of the World Wars by promoting good citizenship, quality education, and patriotic service in and out of the military. Your crucial involvement in providing service to your communities and our country has left a positive mark on the lives of many. I am truly grateful for your continued service to our country.

Again, I would like to welcome everyone to the 100th National Convention of the Military Order of the World Wars. Please accept my best wishes for a memorable event.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Gretchen Whitmer'.

Gretchen Whitmer
Governor of Michigan

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✠ PCINC LIEUTENANT COLONEL ALFRED H. M. SHEHAB, USA (RETIRED) ✠

68TH COMMANDER-IN-CHIEF, MOWW (1998-1999)
18 SEP 1919 - 11 DEC 2020

Lieutenant Colonel Alfred H. M. Shehab, United States Army (Retired), of Odenton, MD, passed away on 12 December 2020. He was born in Cape May, NJ, on 18 September 1919 and was educated in the United States and Lebanon, majoring in political science and history. He is the son of the late His Highness Emir Haleem Mahmoud Shehab. The princely title of "Emir" is one of the most ancient of the Arab world.

Colonel Shehab was a professional soldier who served in the European Theater during World War II, which included fighting in the largest battle of the war, the Battle of the Bulge. During the war, he served with the 102nd Cavalry Reconnaissance Squadron (Mechanized) of the 38th Cavalry Group (the Jersey Essex Troop). He also served in a variety of troop and staff assignments in armored divisions and cavalry regiments throughout the United States, the Caribbean, Europe, and the Middle East. He was also the Armor Advisor to the Kingdom of Saudi Arabia from 1952-1953. In 1958, he served as Special Assistant to General Paul D. Adams, Commander, US Army Forces in the Middle East, in support of Lebanese forces. His final military assignment was with the Inspector General Section, Second Army, Fort Meade, MD, and he retired there in February 1963. After retiring, he worked with the Goddard Space Center, National Aeronautics and Space Administration, MD, from 1964-1984.

His awards include the Bronze Star Medal (with "V" Device and 1-BOLC), the Purple Heart Medal, the Army



Commendation Medal (1-BOLC), the American Defense Service Medal, the American Campaign Medal, the European-African-Middle Eastern Campaign Medal (4 Battle Stars), the World War II Victory Medal, the Army of Occupation Medal (Germany), the National Defense Service Medal, the Armed Forces Expeditionary Medal, the WWII French *Croix de Guerre* (Bronze Palm), and the WWII Belgian *Croix de Guerre* (Bronze Palm), and the French *Légion d'honneur* (Chevalier).

As a Perpetual Member of the Order, he served as a chapter, department, and region commander, and the Commander-in-Chief of the Order, serving in the latter capacity from 1998-1999. His affiliations also included: The Armor Association; the 11th Cavalry Association; the US Horse Cavalry Association; the Fourth Armored Division Association; the Officer Candidate School Hall of Fame; the Order of Saint George (Armor/Cavalry); *La Societe Des Chehabi Emirs*; the Order of Saint Stanislaus (Chevalier); the American Legion, the Veterans of Foreign Wars. He was also the President of the National Association of Arab Americans, the Greater Odenton Improvement Association, and the Battle of the Bulge Historical Foundation.



Colonel Shehab is survived by his daughter Nanette J. Speer, two granddaughters, and three great granddaughters. He also leaves behind his companion, LTC Ruth L. Hamilton, USA (Ret). He was preceded in death by his wife of 37 years the former Betty J. Quenin. ★

✠ PCINC COLONEL CLIFFORD D. WAY, JR, USAF (RETIRED) ✠

80TH COMMANDER-IN-CHIEF, MOWW (2010-2011)
14 OCTOBER 1932 – 17 APRIL 2021

Colonel Clifford Dewey Way, Jr., 88 of Dallas, TX, passed away on 17 April 2021. He was born on October 14, 1932, to Clifford and Norine Way in Englewood, NJ. Upon graduating from Syracuse University, he commissioned in the United States Air Force through AFROTC in 1954. He was a proud member of the Scabbard & Blade Honorary Society. During his service, he was assigned to the Strategic Air Command, refueling tanker aircraft. He also continued his education graduating from the Army & Staff College, National Defense University, and attended Air War College seminars.

In 1959, Col Way transitioned to Reserve duty and took a position with Texas Instruments in Dallas. While in the Reserves, he became an instructor navigator, a Reserve Wing Procurement Officer at Carswell Air Force Base, Senior Officer assigned to FEMA at the City of Dallas Emergency Office and the Dallas area Senior instructor for the National Defense University course. Cliff retired from Texas Instruments in 1997.

Col Way was highly active in his church, First Presbyterian Church, Richardson, TX, where he served on a number of committees, most recently a part of the "Sometimers" group that cared for the Church facilities. Until very recently, Col Way also served as the President of the Corporation of the Church.

Col Way was a dedicated member of the Military Order of the World Wars. He joined the Dallas Chapter in 1979. As a Companion of the Order, he was vested in the promotion of Youth Leadership Conferences, giving US high school students the chance to develop leadership skills via patriotic education.

His military awards included the Meritorious Service Medal with one oak leaf cluster and the Air Force Commendation Medal, in addition to other unit, crew and service area awards. He received the Outstanding Reserve Officer Award in 1982 from the Mayor of

Dallas and the Regional FEMA Director. His MOWW awards included the Patrick Henry Award (Silver), the Outstanding Service Award, the Merit Award Plaque for outstanding service, and the Membership Medal for recruiting 10 members for the Dallas Chapter, in addition to National Citations for Distinguished and Exceptional Service.

Col Way enjoyed collecting Lionel Model Trains and was a member of a Hobby Train Collectors Club. He loved to run his trains at train shows in the Dallas area. He also was an avid

Philatelist. Col Way is survived by many family members, and numerous friends and associates. ★



DIGNITY OF THE ORDER

The Dignity of the Order is always applicable to all Companions in all forums and gatherings, and in all forms of communication.

It was founded on selfless service, courtesy, and Companionship. It operates using its organizational structure as supported by the democratic process.

While discussion is encouraged, we should never forget that every Companion is an officer or a hereditary family member of an officer. Thus, every Companion is naturally a gentleman or gentlewoman. As such, they should be afforded every dignity—regardless, the forum, the means of communication, or the issue.

Respectful treatment is always due every Companion, just as it is for those Companions holding any office or position within the Order.

Latitude will be allowed during the debate process to allow all to express their views. However, the Order expects each Companion participating in such debates—regardless, the forum, or whether in convention or not—to respect their fellow Companions always and exemplify dignity of the Order.

Certainly, alternative views can be aired, and debate encouraged. Such things are the hallmarks of a healthy, vibrant, and learning organization. However, any alternative views should be gracefully offered. Personal attacks on, or campaigns against, fellow Companions are prohibited always in all forums via all means, whether in convention or not.

Presentation of individual views must be expressed calmly and intelligently, and in a dignified manner. To do otherwise reflects negatively on the individual presenter, negatively impacts order, discipline, and morale, and demeans the Order.

For a century, we have been a proud Order, known for its dignity, collegiality, and contributions to America. Each of us, and all of us together, are expected to do our personal and collective utmost to maintain that storied tradition.

NOTE: Convention attendees should silence cell phones, pagers, or tablets during all convention activities and sessions, working groups and meetings.



PREAMBLE TO THE MOWW CONSTITUTION

- ★ “To cherish the memories and associations of the World Wars waged for humanity.
- ★ To inculcate and stimulate love of our Country and the Flag.
- ★ To promote and further patriotic education in our Nation.
- ★ Ever to maintain law and order, and to defend the honor, integrity, and supremacy of our National Government and the Constitution of the United States.
- ★ To foster fraternal relations among all branches of the Armed Forces.
- ★ To promote the cultivation of Military, Naval and Air Science, and the adoption of a consistent and suitable policy of National Security for the United States of America.
- ★ To acquire and preserve records of individual services.
- ★ To encourage and assist in the holding of commemorations and the establishment of Memorials of the World Wars.
- ★ And to transmit all these ideals to posterity, under God and for our Country, we unite to establish the Military Order of the World Wars.”

MOWW STRATEGIC PLAN (2020-2025):

Article I. Introduction. Being a Companion is about who we are, what we represent, whom we serve and what we accomplish together. The Military Order of the World Wars (MOWW) is a Veterans Service Organization (VSO) chartered by the United States Congress and accredited by the United States Department of Veterans Affairs. It was established in 1919.

- A. Vision. The MOWW vision is to be a preeminent VSO, which means MOWW’s Companions unite to preserve and promote core American values and tenets as expressed in the United States Constitution and in the Preamble to MOWW’s Constitution.
- B. Mission. The MOWW mission is “To Unite in Selfless Service to the United States of America.” Thus, (MOWW) Companions are personally committed to MOWW’s motto, “It is nobler to serve than to be served,” and dedicated to exemplifying its Order’s tagline, “Serving Youth, Community and Nation.”

Article II. Measures of Performance. The Order shall have Measures of Performance corresponding to each of its Strategic Goals and they will be regularly reviewed during governance forums, e.g., the Executive Committee of the General Staff (EXCOM), region conferences, etc. Performance metrics measure the degree of the Order’s commitment to and accountability for achieving improved results, and on increasing the vibrancy and longevity of the Order so it may continue to best serve others.

- A. Organizational Leadership and Management. Effective and efficient strategic, operational, and tactical leadership and management, and collaborative teaming enable effective and timely decision-making, follow-through, and accountability for achieving continually improving results.

- B. Performance Metrics. Performance metrics should be quantitative, have clear definitions and indicate progress to or achievement of a strategic goal. Goal setting, which is a proven technique to enhance performance, is a critical aspect of improving organizations and achieving desired outcomes.
 1. Reporting for unit activities, recruiting, awards, etc., will be done on a monthly, quarterly, semiannual and/or annual basis depending on the need for information. *[Amended 23 Mar 20]*
 2. Reports, forms, and other means of providing information to the Order will be specified in the Policy Manual. *[Amended 23 Mar 20]*
- C. Data Collection, Analysis and Decision-Making. Document and record data, focusing on quantitative data. Analyze data and assess effectiveness of plans and actions taken. If results do not reflect the progress desired, consider adjusting the approach until the desired outcomes are achieved.

Article III. Strategic Goals. Using MOWW's Strategic Plan is essential to achieving outcomes vital to the Order. Success in achieving all Strategic Goals is based on using measures of performance to track progress to achieving each strategic goal as a part of recurring governance activities. At the end of each Operating Year, MOWW will publish a Strategic Goal Report Card with metrics for the Order, regions, and chapters.

- A. Strategic Goal 1 (SG-1). Recruit, Convene & Involve Companions. The MOWW chain of command and staff elements (e.g., committees) will assist chapters in:
 1. Increasing chapter end strength by a net four percent (4%) annually, after all losses have been taken into account.
 2. Holding chapter meetings at least every other month.
 3. Increasing Companion participation in chapter meetings and other chapter activities.
- B. Strategic Goal (SG) 2. Provide Companion Leadership Training. The MOWW Education & Training Committee shall establish and conduct initial and annual refresher training programs for region and chapter commanders, and for chapter treasurers. In addition, region and chapter commanders shall also ensure their staffs are trained. *[Amended 23 Mar 20]*
- C. Strategic Goal 3 (SG-3). Mentor and Develop Companions. The identification and development of future leaders for the MOWW is key to the success of any organization. The Order's leadership team—commanders and staff at all organizational levels—will identify, train, and mentor Companions who demonstrate potential and leadership abilities needed to hold a variety of line and staff positions in the Order, and to ensure continuity of operations.
- D. Strategic Goal 4 (SG-4). Conduct Chapter Advertising & Publicity. The MOWW chain of command and the Information & Publicity Committee will assist chapters in developing chapter-focused advertising (promotion) and publicity (media) by numerically increasing:
 1. The number of chapter newsletters published and hosted on the MOWW website, and by using social media to highlight chapter activities and outreach programs.
 2. The number of chapter news releases distributed to media highlighting chapter activities, events, accomplishments, and outreach programs.

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- E. Strategic Goal 5 (SG-5). Expand & Improve Chapter Outreach Programs. The MOWW chain of command will assist chapters increasing:
1. Award presentations of MOWW Reserve Officer Training Corps (ROTC & JROTC) Medals of Merit and Boy Scouts of America and Girl Scouts of the USA Certificates of Recognition to scouts.
 2. Award presentations of MOWW Bronze Patrick Henry Medals (for youth \leq 18 years of age), MOWW Youth Merit Medals and MOWW Award of Merit Plaques to youth involved with or participating in Youth Leadership Conferences, Youth Leadership Seminars, Massing of Colors or other patriotic events and activities.
 3. Award presentations of MOWW Silver Patrick Henry Medals, MOWW Bronze Patrick Henry Organizational Awards, MOWW Law & Order/First Responder Awards and MOWW Award of Merit Plaques to law & order officials, first responders, distinguished local citizens, community service groups and media professionals.
- F. Strategic Goal 6 (SG-6). Recognize Companion Excellence. The MOWW chain of command will annually recognize Companions and MOWW chapters by awarding MOWW Gold, Silver and Bronze Patrick Henry Medals, MOWW Outstanding Service Medals, MOWW Outreach Service Medals, MOWW National Citations and Award of Merit plaques, annual program awards, etc.

SPECIAL FEATURE: PROFESSIONAL READINGS

FOR THE GOOD OF THE ORDER: TO PRESERVE & PROTECT

FEATURE ARTICLE

PRESERVING & PROTECTING THE ORDER

COL. ARTHUR N. TULAK, Ed.D., USA (RET)
GENERAL STAFF OFFICER, MOWW.

If a chapter is not thriving, it cannot serve. If a chapter is not recruiting, it will not last. Therefore,

The intent of the Order is that each generation of Companions preserve and protect their chapters, and help their chapter thrive, so they can be a source of companionship and a platform for community service.¹

WE ARE INTENDED TO BE A PERPETUAL ORDER

The intent statement above is a reminder that our Order is intended to be perpetual, passed on from one generation of veterans to the next. While that seems practical on its face, the "facts on the ground" show just how difficult it has been to bring in the next generation of veterans to continue the mission of service. Veteran Service Organizations (VSO) are experiencing the lowest enrollment in 28 years. As an example, the American Legion (AL) experienced a 44% drop in membership over the period 1992–2019.²

Presently, Vietnam veterans currently make up the bulk of membership across most veterans organizations.³ The transfer of the mantle of leadership has stalled, despite the fact that more than 650,000 US service members served in OPERATIONS Desert Shield and Desert Storm⁴ (waged thirty years ago, from 2 Aug 90 to 31 Jul 91), and nearly 3 million US service members have deployed to America's combat operations in Afghanistan, Iraq, and Syria, which have been raging now with varying degrees of intensity for the last 19 years.⁵

Overcoming Demographics and Attrition

The loss of members to various causes often results in the closure of many local veterans organizations when membership drops to the point that the organization can no longer function. Examples abound, such as the Pearl Harbor Survivors Association (dissolved 2011), the United States Submarine Veterans of World War II (dissolved 2012), and the F-86 Sabre Pilots Association (dissolved 2017),



and even in our own chapters. The same is true for military professional associations, such as the National Association of the Uniformed Services (dissolved 2017). This is also happening at the local level as camps, posts, and chapters turn in their charters and colors, and sometimes sell off their historic meeting places.

Military professional associations are also feeling the effects of society's changing values, which prioritize leisure time over community service. The Reserve Officers Association (ROA) provides a good example of the challenges facing veteran organizations as it faces the same demographic bubble that now has most of its members aged 70-79 (31%), with members aged 60-69 and 80-89 together comprising 27%, and members over 90 years of age comprising 9.7%. Members aged 50-59 make up 13% of ROA membership, which means that younger veterans aged 18-49 make up only 6% of the organization.⁶ These numbers tell the tale of veterans organizations across the country, i.e., their fundamental need to attract and involve new members. The need to increase the commitment of current members is striking, but the tale will be told by chapters as they figure out how to address membership retention and recruiting, and involvement.

Recruiting & Retention: Are Mission-Critical Tasks

We can learn from the experiences of other veterans organizations, as well as from our own. The Veterans of Foreign Wars (VFW) acknowledges that in veterans organizations across the country, "recruiting new veterans is pretty disagreeable and largely ignored...[as] most members in VSOs are not engaged in recruiting and even actively avoid it." This points to the number of posts who have not recruited even one new member over a period of years.⁷ Who among your fellow Companions have openly pledged to recruit? Is this a job that anybody can do, that somebody should do, or is it typically done by only a few or nobody? This must be a mission task that every member of every chapter acknowledges and commits to doing.



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The VFW emphasizes the "Three Rs" of membership growth: 1) retain regular annual dues-paying members; 2) recover members whose memberships have lapsed; 3) recruit new members.⁹

Retaining regular dues-paying members and recovering members whose dues have lapsed helps protect the chapter from attrition. Chapters cannot afford to neglect regular member retention efforts. This includes chapters with a high percentage of Perpetual Members (who are not themselves concerned with making dues payments). A result of losing touch with Regular Members is that they can simply disappear if nobody is gently reminding them to renew. Likewise, fully paid Perpetual Members can also slowly "fade away" (i.e., stop being involved) if they are not also gently reminded to renew their commitment to be engaged in chapter activities. Brig Gen Arthur B. Morrill III, USAF (Ret), MOWW's Chief of Staff and Chief Operating Officer, calls these members who are not routinely contacted, who are out of touch and who are fading away, "Lost Patrols."

ORGANIZATION, STRATEGY & EXECUTION

Organizing the Recruiting Effort

One of the first steps in developing a recruiting organization and strategy is to do an assessment of the situation. This is where our in-service experience provides us an advantage. To Soldiers and Marines, this is the battlefield troop-leading assessment framework known as METT-T (Mission, Enemy, Terrain, Troops, and Time). A key task of the analysis step is to assess the image of your chapter in the community. What do people in your community know about MOWW in general and your chapter in particular? People will join organizations they perceive as worthwhile. They want to know that their contributions will make a difference.⁹ What awards or recognition has your chapter earned? What collective community efforts and projects include Companions as volunteers? MOWW's OY 2019 Strategic Goal Report Card (www.moww.org, "Leadership Dashboard"), which is required by the MOWW Strategic Plan and which is developed

To the prospective member, it is important that he or she perceive the organization as a "respected part of your community." People will join organizations they perceive as worthwhile.

using Chapter Activity Report (CAR) data, is instructive. It reveals too little recognition is occurring via MOWW awards in terms of honoring the excellence of Companions and chapters, and individuals

and organizations in the local communities, a result experienced by other VSOs.¹⁰

We all must be prepared to show the relevance of the chapter's volunteerism and service to the local communities they serve. One of the "secrets to success" of US Army recruiters is that they "become part of the community" in which they are recruiting. To the prospective member, it is important that he or she perceive the organization as a "respected part of your community."¹¹ The assessment of the chapter organization will equip Companions with an understanding of where the chapter needs to improve in its community engagement, where it already has a footprint, and how to describe chapter support to the communities it serves.

One of our tasks is to recognize exemplars in the community whose actions represent the Order's ideals. Recognizing those who are non-Companions with the Silver Patrick Henry Medal is a way to honor deserving citizens while communicating our purpose. Doing so also indirectly supports recruiting as it demonstrates our support of the community. An optimal time to do this is by organizing a recognition event during National Volunteer Week, which generally occurs in the third week of April. National Volunteer Week is an opportunity to recognize the impact of volunteer service and the power of volunteers to build stronger communities and be a force that transforms the world by recognizing and thanking volunteers who lend their time, talent, and voice to make a difference in their communities. However, it is not necessary for the chapter to plan its own event, which may be a challenge for small chapters. Alternatively, chapters can present medals and awards for volunteerism at events run by other organizations.

In a related area, a chapter generated MOWW news (press) release using the MOWW News Release Guide publicizes a person being honored, their



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service that merited the award, and the meaning of the award.¹² While a press release might not make the daily news, it can still be shared

with other veterans organizations, and the state Department of Veterans Affairs. Conveniently, the MOWW News Release Guide (Parts I and II) is on the MOWW website (“Companions Only,” “Training & Development”).

Guided by the commander, each chapter should “appoint a chairperson and committee to lead an initiative for retention and recruitment.”¹³ According to the Office of Personnel Management (OPM) Talent Management, recruitment provides the forces necessary to accomplish the organizational mission. Without sufficient manning, the organization will fail.¹⁴

Among the Army’s five best recruiting tactics, No. 5 is “Understand just how critical recruiting is—and continue to invest in it.” [Anderson, 2018]. Look at your chapter. Is participation growing or shrinking? If it is the latter, then recruiting is critical to helping the organization thrive, let alone survive.

OPM uses “Effectiveness Indicators” (EI) for the recruitment system. When judging the recruitment effort and organization, the main EI is whether the organization has an “adequate staff with the requisite competencies allocated to the recruitment process.”¹⁵ In analyzing one’s own troops (Companions) available, the chair can organize the chapter’s current membership as a recruiting force. Approach it geographically to define your area of recruiting operations. Where do the chapter’s Companions live? Do they live locally so they can help the chapter? Can you structure their recruiting areas in the local community close to where they live or work?¹⁶

Importantly, consider the entirety of your current membership as recruiters. Do all chapter Companions attend chapter meetings? Probably not, but those who do can be organized as team leaders to approach members who are rarely seen to train, mentor and direct their recruiting efforts. Let these seldom-seen Companions know the chapter is recruiting, and offer to bring materials that will aid them, offer a bit of training on delivery, discuss any

Is your chapter interested in recruiting veterans of a recent conflict? How would anyone be able to tell that is the case?

potential members, and ask where they might find eligible candidates.

Developing a recruiting plan that all

Companions understand requires asking for their inputs. Once completed, Companions can do their own self-assessment of recruiting efforts against the plan. In developing a recruiting plan, targets should be established for each recruiting technique to be employed to see which are the most effective.¹⁷

Who are potential members, and how do you find them? The chapter recruiting committee needs to assess the target audiences to be engaged and a good place to start is to create a list of potential members who are “at least somewhat likely to be sympathetic to your organization.”¹⁸ Start with people you know by asking every Companion, chapter supporter, and benefactor to produce a list of the names and contact information of a few friends and acquaintances who can be solicited.¹⁹

Belonging & Self-Worth are Core Human Needs

One of the most important sets of information your recruiters will need to have readily available is that one of the benefits is simply companionship in the Order, which can help answer the age-old question, “What’s in for me?” (How would you answer that for them, and can you answer that question for yourself?) Recruiting pitches typically cover the benefits that new members will receive, be they tangible or nontangible. So, while MOWW does not offer discounts for consumer goods and services, it does offer membership as a Companion of the Order, which is itself a benefit, and one which provides meaning for life and living.²⁰

What are the benefits you have accrued as a Companion that have kept you engaged in the activities of the Order? Your own story may be the most compelling one to share as you tell potential members about the satisfaction you have received over your years of service. The American Legion and VFW both market their tangible benefits like insurance, financial services, member discounts and career assistance, but these are not more important than the intangible benefits, such as “Honor and Remembrance,” which are described as honoring fellow veterans at funerals with military honors, as



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well as organizational efforts supporting "the establishment and maintenance of memorials and monuments that honor military service."²¹ These are values and a mission that MOWW shares with many veterans organizations that we carry out in our communities.

What is the value of companionship in the Order? The VFW explains their value proposition thusly: "Along with the camaraderie and sense of pride you will share with other veterans, member benefits include the fraternal, patriotic, historical, charitable, and educational value of [the organization]."²² Are these important to you? Does your companionship in the Order provide this? How would you explain that to others?

Our value proposition is not so much about what MOWW can do for the prospective member as it is about what MOWW Companions can do for others, e.g., supporting causes and projects of importance to our local and national veteran and military communities, which includes Active, Reserve, National Guard members, military families, and our future leaders—today's JROTC and ROTC cadets. That is precisely why our motto is "It is nobler to serve than to be served" and why our tagline is "Serving youth, community, and nation," why both are prominently displayed on our website, and why they should guide our every effort. The Preamble to the Constitution of the Military Order also provides us this statement summarizing our firm promise to commemorate our military history and honor generations of veterans for their service in wars and conflicts by holding commemorations and establishing memorials.

To encourage and assist in the holding of commemorations and the establishment of memorials of the World Wars.

A February 2019 poll conducted by pollster George Barna and Metaformation, Inc. found that an overwhelming majority of Americans (80%) regard memorials as part of our history and consider them important so that we do not forget the price of the freedoms we enjoy.²³ Writing for the "Veterans Affairs" blog, Timothy Lawson described how war memorials connect veterans to the community:

Prospective Companions want to join functioning and thriving organizations that are succeeding

These memorials are important to the communities they represent. They're important to the Veterans who are reminded their

efforts, and their friends, are not forgotten.²⁴

Veterans feel a special and sacred obligation to preserve memorials and so they enjoy having the opportunity to contribute to such efforts.

Thus, a benefit of companionship in the Order is aiding the local chapter to continue its efforts to maintain existing memorials, build new ones to the veterans of recent conflicts, and to support the important commemorations of the sacrifices made by veterans in America's past wars and conflicts. New memorials to service in both past and present conflicts continue to be erected, which reflect the ongoing importance of war memorials to everyday Americans. Companions of the Order live out this component of our Preamble, and in so doing, they ensure memorials are cared for in the future by those who see our example. Many Companions of the Order serve on local boards, commissions, task forces, and committees focused on preserving and protecting existing war memorials and erecting new ones. In so doing, they demonstrate that MOWW is an important community partner in this effort.

As Companions conduct dignified observances at war memorials and participate in the preservation of existing memorials, and as communities erect new ones for more recent conflicts, they experience a sublime and satisfying "membership benefit" of companionship in the Order. This is yet another intangible benefit most veterans organizations will emphasize: the opportunity for volunteer service. We are no different and as stated on our webpage, we are a non-profit Veteran Service Organization "dedicated to selflessly serving others." Other VSOs also provide this benefit, and their posts and chapters tally up the numbers of volunteer service contributed annually. The American Legion, for example, boasts that its members "...provide millions of hours of free community service..."²⁵ While MOWW does not keep track of volunteer hours, we can describe our activities, our personal involvement in them, and the satisfaction they bring.



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National Security is also part of our preamble:

To promote the cultivation of military, naval, and air science and the adoption of a consistent and suitable policy of national security for the United States of America.

Many military professional associations and VSOs make the case that they contribute to the debate on national security policy and strategy. This extends to homeland security. By being a member of the Order, Companions receive a benefit, namely that they are informed on such debates and thus have the professional opportunity to contribute to the perfection of policy and strategy in these areas.

How does MOWW achieve this? What exactly is our role in the process of weighing in on the debates over the many trade-offs inherent in the competing demands of military department budgets? How do we participate in discussions on the proper size of the Navy fleet against current and emerging threats, or acquisition of hypersonic weapons to counter Anti-Access/Area Denial threats? The MOWW Policy Manual answers this question:

its members also convey the thoughts and needs of the uniformed services to the civilian population and interpret civilian sentiments to the Congress and to the leaders of the uniformed services despite not being a registered lobby organization.²⁶

Why would DOD listen to us? Because among our membership are a great many retired Flag and General Officers who remain active in these debates, and because it is our mission as Companions to remain up to date on defense and homeland security matters, which are covered in *The Officer Review*[®]. Our MOWW Policy Manual explains how we perform this function:

The National Security Committee is an outreach committee. This committee monitors international threats and United States defense and foreign policy strategies, policies, and procedures about those threats. It focuses on military, political, economic and intelligence decisions as to their impact on the US Armed Forces capabilities to execute strategic and tactical missions that protect the United States from direct or indirect attack.

"You don't have to be a salesman...you just have to be passionate about what you do"

—Veterans of Foreign Wars Recruiter

The Homeland Security Committee operates along similar lines.

MOWW communicates its position on defense and homeland security

matters to our political leaders through the EXCOM and our convention process, and chapter newsletter articles and by articles in *The Officer Review*[®]. These activities educate its members, thereby providing the membership benefit of professional development and education on defense and homeland security issues.

Enabling Chapter Growth and Vitality

In the preceding sections, we reviewed the need for a self-assessment, an estimate of the chapter's area of operations and target audiences, and the need for preparation of our troops (Companions) for action. Now we turn our attention to execution in the field. If our Companions do not venture out of familiar territory into new events, activities, organizations, and locations to seek new members, they are not going to find younger candidates. It is extremely unlikely that new or younger veterans will simply stumble into one of your monthly meetings. We must go to them.

The US Army has discovered that you must "go outside the wire" and "become part of the community, rather than just fish in it." As the Army explains,²⁷ It is important to remember why people join service organizations to get the right points across. Research published by the Lions Club International shows that people join for many reasons. The most common are: 1) To serve their community; 2) To be involved with a specific service or cause; 3) To be with friends, and 4) To become a leader in the community.²⁸ Continuing on the theme of possible motivations for candidate Companions to join, the US Department of Health and Human Services cites motivations that result in people volunteering, which are: 1) Feel needed; 2) Help someone; 3) Give back to the community; 4) Set an example for youth, and 5) Fulfill a passion.²⁹ Remember these and see which of these—or others—motivates potential members you are trying to recruit. Be ready to share the accomplishments of your chapter over the last few years with details from your Chapter Activity



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Reports.

When engaging a candidate, find out if they already have a special connection with the causes and programs we support, which were described earlier as intangible benefits. Are they already one of us in their thinking and just not yet a Companion? Let them know how we are serving the community from your own experience. Nationally, volunteers contribute \$203.4 billion in goods and services throughout the United States through the nonprofit organizations for which they volunteer.³⁰ Ask candidate members if they want to be a part of that. Explain that by joining, they affirm their commitment to the purposes and ideals of the organization and are part of an effective effort to serve the community. As one top VFW recruiter explained, "You don't have to be a salesman...you just have to be passionate about what you do."³¹

FACING WHAT'S OUT THERE

Responding to Reasons for Not Joining

Part of the preparation phase is predicting the objections and excuses your recruiters will hear in the field. On the top of that list is, "I'm too busy." Top VFW recruiters respond to this by explaining "Just [having] your name on our membership roll lends support to all of our programs" and, they add, that tangible benefits, e.g., subscriptions to *The Officer Review*[®], can be enjoyed by members even if they cannot attend meetings.

The top VFW recruiters also explain that busy people often contribute with their dues so that the organization can "carry on the programs that benefit not only veterans, but citizens of the community as well."³² When a potential member says, "I can't afford it," remind them that Regular Member annual dues is just \$40 a year, which is only \$3.33 a month—less than a single cup of coffee at Starbucks. When they say, "I belong to another veterans organization," tell them how many veterans organizations to which you belong—and of the other veterans organizations to which other Companions in your chapter belong. Recognize their patriotism for having joined another VSO, thank them, and say how many good things would

To recruit, you must "go outside the wire" and "become part of the community, rather than just fish in it."

—United States Army

be possible if more folks shared their same level of volunteerism. Then remind them that nationwide, only about half of veterans are members of a veterans

organization.³³ Across the United States, the number of veterans who are not active members of VSOs exceeds those who are.

It might seem like "poaching" to look for new members among the existing members of other veterans organizations alongside which the MOWW chapter is also serving the community in memorials, commemorations, ROTC/JROTC and scouting programs and the like. It is not, but how do you plan to convince them they need to join another organization that will compete for at least some of their time? You can begin by informing your potential member that at its first convention in 1920, MOWW adopted a resolution encouraging such cooperation with the American Legion:

"That the members of the Military Order of the World War become affiliated with American Legion Posts and cooperate in the activation of the latter."³⁴

MOWW recommends chapters actively recruit from the VFW and the American Legion, women veteran organizations, businesses, JROTC/ROTC commanders, non-profits organizations, community leaders, scouting groups, churches, synagogues, social clubs, and friends.³⁵

What is the winning sales pitch to convince them to join? Typically, elitism is an appeal. For example, US Army Rangers and the Special Forces of all the services are elite forces and they draw in new candidates every year who want a challenge. What makes us elite? Our connection to WWI, General Pershing, and the ability to accept hereditary members are part of our "elite" sales pitch.

Responding to Younger Veteran Officers

Veteran organizations and Veterans Service Organizations play a critical role in supporting veterans after they leave military service and integrate into civilian life. A May 2020 San Jose State University graduate master's degree research project by Ben Sok, titled, "Veterans Service Organizations' Declining Membership, and How



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to Fix It," supplies a great deal of useful information to help veterans organizations understand the importance of remaining

active to support future veterans, and to improve recruitment. According to Mr. Sok, "Veterans can fulfill a sense of purpose by helping [VSOs] and their mission "of increasing national security, assisting with care for veterans, securing our future by mentoring youth, and empowering social connections through patriotism."³⁶ At the same time, Mr. Sok points out the many competing priorities for the latest generation of veterans from recent conflicts make it difficult for them to join and participate in today's veterans organizations:

Modern veterans with families are asked to sacrifice time away from each other to participate in activities such as honor guard, food drives, community outreach, and fundraising. These activities require a lot of time, planning, and preparation that new members must juggle between work, school, family, and social life.... Employment and family obligations present a significant barrier to becoming active VSO [Veteran Service Organization] members [e.g.] ...62 percent of veterans are employed with almost half of them working full time.... This leads to very little time to spend with family, let alone an external organization."³⁷

Younger veterans often prefer to join organizations formed by veterans from their conflict and are hesitant to join the legacy veterans organizations founded by past generations. "Many current conflict veterans choose to become a member-at-large due to a lack of interest in affiliating with a local post that will not change to accommodate current conflict veterans and their families."³⁸ This is critical.

Is your chapter interested in recruiting and accommodating veterans of recent conflicts? If so, how would anyone be able to tell that is the case? Are there representatives of these conflicts serving in leadership positions in the chapter who can make the case for membership? Has your chapter, department, or region supported efforts to honor veterans from recent conflicts?

According to the VFW and American Legion, only about 15% of Iraq and Afghanistan veterans who are

MOWW can step in to provide the sense of belonging and camaraderie to officer veterans of these recent conflicts.

eligible to join a veteran organization actually do so.³⁹ Many of this generation's veterans exhibit an aversion to join the legacy veteran

organizations established by past generations, such as the Military Order of Foreign Wars (est. 1894), VFW (est. 1899), MOWW (est. 1919), American Legion (est. 1919), and American Veterans (AMVETS, est. 1944).⁴⁰ Writing for "Military Connection," Debbie Gregory provided advice that deserves our attention:

[T]he transitioning servicemembers of the Facebook/Twitter/Snapchat/Instagram generation are gravitating towards the groups that they perceive to be a better fit, such as Iraq and Afghanistan Veterans of America, the Mission Continues, and Team Rubicon.... If veterans' organizations...want to survive the next twenty years, they need to prioritize women, present a united front pulling from the entire population of veterans and tackle charitable efforts together.⁴¹

According to Ben Sok, "Post 9-11 veterans report the desire to be outdoors and actively participate in their communities."⁴² Perhaps the key message older veterans need to share with their younger counterparts is to explain that the traditional activities carried out by the legacy veterans organizations are indeed focused on engendering patriotism, commemorating military holidays, and supporting veterans in need, and that such activities constitute "participating in their communities" in ways befitting their military background and ethics. One way to communicate that would be to have younger veterans in our organizations explain why they are members.

An organization founded by veterans of these recent conflicts, i.e., the Iraq and Afghanistan Veterans Association (IAVA), which was founded in 2004, claims to have over 425,000 members and 520,000 Facebook followers.⁴³ IAVA has lobbied Congress hard on issues relevant to the Post 9-11 generation of veterans, but they don't seem to have active local organizations at the grass roots level, which is where MOWW can step in to provide the sense of belonging and camaraderie to officer veterans of these recent conflicts. IAVA requires no dues



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of its members but it also has zero-member engagement.

Top VFW recruiters sound a note of caution when engaging with younger veterans of recent conflicts, saying,

Just don't expect Iraq and Afghanistan vets with families to take over the Posts quite yet. Let them know their voice counts, but if they can't make all the meetings, they are still welcome.⁴⁴

As Brig Gen Morrill (MOWW's Chief of Staff and Chief Operating Officer) recently published in the 2020 Recruiting Tips:

Younger prospective members wanted to participate, appreciated our mission, but were restricted by income and because they were still working full time with family commitments. Younger prospective members gravitated to organizations that incorporate physical activities, and those that are family friendly.⁴⁵

Tim Peters of VFW Post 10010, East Helena, MT, also wrote, "...it can be harder to recruit younger members, since they are often in the midst of raising families."⁴⁶

What about Spouses, Children, and Grandchildren?

Many of the prospects you may meet will want to know if their spouses can participate. You can explain that no auxiliary organization is needed because spouses can already join as Companions. If spouses are part of the recruiting effort, this inclusive message will be sent loud and clear.

The MOWW Recruitment Involvement page lists sixty-four ways to grow membership. Number one on that list is to "Ask someone."⁴⁷ Top recruiters emphasize "the easiest part is to 'just ask.'"⁴⁸ Have members report at meetings or via e-mail all attempts at recruiting. The chapter's recruiting lead can poll chapter members to learn how their efforts are coming along. "The easy part is asking, because the worst that can happen is the person says, 'No.'" In "VFW Recruiters Share Tips on Increasing Membership," the most successful recruiters for veterans organizations are those who are prepared

Younger prospective members gravitated to organizations that incorporate physical activities, and those that are family friendly.

for chance encounters. Tim Borland of VFW Post 9972 (Sierra Vista, AZ) explains, "I am never without an application.... Everywhere I go, I

have an application." Within MOWW, you now periodically have applications with a return envelope in *The Officer Review*[®] and you always have membership applications on the website, that you can carry with you wherever you go.

DEFINING & ACHIEVING SUCCESS

Best Representing the Order

When out recruiting, Companions should represent the Order in a manner that encourages others to consider joining. If manning an event or fundraising table, you should be wearing the attire of the Order, and be mentally ready to engage passers-by. When you have an encounter in routine circumstances, ensure you have a business card showing your affiliation with the Order, even if you do not hold a leadership position, to help demonstrate that you are proud of the Order and value your membership as a MOWW Companion. Recruiting tips for both the American Legion and VFW make this point. The VFW recommends "business cards as a way to establish your credibility."⁴⁹ MOWW agrees:

It is always good practice to carry MOWW business cards with you. When you meet other veterans or potential members, exchange contact information and follow up with a call or e-mail inviting them to your next meeting.⁴⁹

Last, it is a good technique to print on the back of the card the location and timing of chapter meetings.

People Like Thriving Organizations

Prospective Companions want to join functioning and thriving organizations that are succeeding. Recruiting is a challenge, but we are seeking candidates who are serving officers, officers who formerly served as officers, or those who wish to honor their officer spouse, parents, or grandparents as a Hereditary Companion. The officer veterans need to be reminded of the friendships and camaraderie they had on active duty, which we recreate as veterans through community service.



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What will recruiting do for you? You will get new Companions who can provide the following:⁵⁰

- An Increased ability to continue and conduct MOWW programs that the community has come to rely on
- Greater diversity in terms of age, social background in the Order's membership
- Increased skill sets and talents
- Expanded community support as the chapter grows

"Every chapter has its own characteristics and culture, and the chapters must tap into their strong points to promote their chapter."⁵¹ Be ready to share with others how you feel and how your volunteer service made a difference to other veterans, cadets and midshipmen, scouts, military service members, spouses, and students. Tell your story about how your chapter is serving the community—and share your passion. ★

"Continuing volunteerism is the essential attribute of the servant Companion."

—Brig Gen Arthur B. Morrill III, USAF (Ret)

Editor's Notes:

1. This article results from a MOWW Chief of Staff assignment to COL Tulak (a MOWW General Staff Officer) to examine factors and trends bearing on recruiting, retention, and involvement. The purpose was to help frame a more thorough and informed discussion while serving as a "think piece" and motivation for all Companions to help them assess the environment, chart the chapter's future, and to guide chapter retention, involvement, and recruiting efforts to materially help preserve and protect the chapter while ensuring the chapter thrives in the long term.
2. The March-April 2021 issue of *The Officer Review*[®] will feature the next article in this series, which will address chapter self-assessment considerations, including identifying the chapter's local community area of responsibility, membership Effectiveness Indicators, and the training and preparation needed to be successful.
3. The final article in this series will be in the May-June 2021 issue of *The Officer Review*[®] will address Recruiting Plan considerations.
4. Last, for more information on membership engagement, retention and recruiting, please see the MOWW Policy Manual, *The Officer Review*[®], and the MOWW website (www.moww.org)

¹ Chapter Best Practices, MOWW, September 21, 2020.

² The American Legion, TAL National Membership Record, 2019, https://www.legion.org/sites/legion.org/files/legion/publications/TAL_National_Membership_Record_2020.pdf

³ Ben Sok, "Veterans Service Organizations' Declining Membership, and How to Fix It," a research project of the Graduate Public Administration program of San Jose University, May 2020, p. 17 (citing McLaughlin, 2011). Retrieved from: https://scholarworks.sjsu.edu/ota_projects/953

⁴ Department of Veterans Affairs, Gulf War Veterans, <https://www.benefits.va.gov/persona/veteran-gulfwar.asp#:~:text=More%20than%20650%2C000%20service%20members,considered%20as%20Gulf%20War%20Veteran>,

⁵ Niall McCarthy, "2.77 Million Service Members Have Served On 5.4 Million Deployments Since 9/11," *Forbes*, March 20, 2018. <https://www.forbes.com/sites/niallmccarthy/2018/03/20/2-77-million-service-members-have-served-on-5-4-million-deployments-since-911-infographic/?sh=3a70fe3c50db>

⁶ Jeffrey E. Phillips, "ROA Annual Report, Fiscal Year 2020," 2020 Reserve Voice Convention Communique, p. 3.

⁷ Charles M. Pickett, "Intrinsic Motivation for Membership Campaigning," February 8, 2020. vfwnewhaven.org/intrinsic-motivation-for-membership-campaigning/

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⁹ US Department of Health and Human Services, *Successful Strategies for Recruiting, Training, and Utilizing Volunteers*, 2005, p. 2-1.

¹⁰ Bruce Anderson, "The US Army's 5 Best Recruiting Tactics

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¹² US Department of Health and Human Services, *Successful Strategies for Recruiting, Training, and Utilizing Volunteers*, 2005, p. 4-5.

¹³ D. Olin and C. Robinson, "MOWW Recruiting Tips," December 4, 2020, p. 3.

¹⁴ OPM, *Talent Management System, Recruitment*, September 2005.

¹⁵ OPM, *Talent Management System, Recruitment*, September 2005, p. 7.

¹⁶ VFW, "Recruiter Training Student Guide," October 2018, p. 34.

¹⁷ VFW, "Recruiter Training Student Guide," October 2018. <https://movfw.org/uploads/Documents/membership/RecruiterTrainingGuide%20OCT18.pdf>

¹⁸ Community Tool Box, Section 17: Establishing and Maintaining a Membership Program. <https://ctb.ku.edu/en/table-of-contents/sustain/long-term-sustainability/membership-program/main>

¹⁹ Community Tool Box, Section 17: Establishing and Maintaining a Membership Program. <https://ctb.ku.edu/en/table-of-contents/sustain/long-term-sustainability/membership-program/main>

²⁰ American Legion, "Together, we make a difference," <https://www.legion.org/membership/whyjoin>

²¹ American Legion, "Together, we make a difference," <https://www.legion.org/membership/whyjoin>

²² VFW, "Recruiter Training Student Guide," October 2018, p.



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- ³¹ Volunteer Recruitment: How to Get the Volunteers You Need. <https://www.galaxydigital.com/blog/volunteer-recruitment/>
- ³² VFW Recruiters Share Tips on Increasing Membership.
- ³³ VFW, "Recruiter Training Student Guide," October 2018, p. 14.
- ³⁴ VFW, "Recruiter Training Student Guide," October 2018, p. 15.
- ³⁵ National Bulletin, Vol. 1, No. 1, May 1921, p. 4.
- ³⁶ D. Okin and C. Robinson, "MDWW Recruiting Tips," December 4, 2020, p. 3.
- ³⁷ Ben Sok, "Veterans Service Organizations' Declining Membership, and How to Fix It," a research project of the Graduate Public Administration program of San Jose University, May 2020, p. 7. Retrieved from: https://scholarworks.sju.edu/etd_projects/953
- ³⁸ Ben Sok, 2020, pp. 8 & 16. (citing several sources).
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- ⁵¹ VFW Recruiters Share Tips on Increasing Membership. <https://www.vfw.org/media-and-events/latest-releases/archives/2019/6/vfw-recruiters-share-tips-on-increasing-membership>
- ⁵² US Department of Health and Human Services, Successful Strategies for Recruiting, Training, and Utilizing Volunteers, 2005, p. v.

MOWW STRATEGIC GOALS

- ▶ **Strategic Goal (SG) 1:**
Recruit, Convene & Involve Companions
- ▶ **Strategic Goal (SG) 2:**
Provide Companion Leadership Training
- ▶ **Strategic Goal (SG) 3:**
Mentor & Develop Companions
- ▶ **Strategic Goal (SG) 4:**
Conduct Chapter Advertising & Publicity
- ▶ **Strategic Goal (SG) 5:**
Expand & Improve Chapter Outreach Programs
- ▶ **Strategic Goal (SG) 6:**
Recognize Chapter & Companion Excellence



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LEADERSHIP ENABLES PROGRESS

ORGANIZING FOR RECRUITING: WHAT'S INVOLVED?

COL. ARTHUR N. TULAK, Ed.D., USA (RET)
GENERAL STAFF OFFICER, MOWW

This is the second in a series of articles on recruiting that focuses on the effort to organize the chapter for the recruiting mission. The purpose is to provide more specific examples that will assist chapter commanders and their staffs in conducting mission analysis, assessing the chapter's Area of Operations, and organizing and training for execution.¹

Mission Assessment

Realistic goal setting for recruiting starts with the Chapter Action Plan. Recruiting is an essential part of any chapter's effort to achieve the chapter's respective Strategic Goal One (SG-1). Chapters must state a goal in the CAP for growing chapter membership, but it must not be a perfunctory task that is promptly forgotten once a goal is set. Chapters often set this goal at the minimum level, but that does not make it any more achievable if there is no detailed plan behind it. To set accurate goals, the chapter commander and his staff need to conduct a mission analysis that is supported by a thorough assessment of the effective range ring of engagement and the capabilities and talents of the Companions.

Area of Operations

One of the key tasks for the chapter commander and his staff is to conduct and continuously update a Chapter Assessment to understand the strengths, limitations, and potential for growth of the chapter. This assessment is also a necessary requirement in organizing for recruiting. For those who have served on operational-level military staffs, this assessment is like developing and updating the running staff estimate. Those who have served at the tactical level will recognize this as the assessment of the Area of Operations. As the title of the running staff estimate implies, this assessment is continuous and requires that the chapter commander and his staff "continuously monitor and evaluate the current situation and the progress of an operation."²



Our current Joint Force doctrine (Joint Publication 3-0) explains that an "Area of Operations is an operational area defined by the commander of [assigned] forces that should be large enough to accomplish their mission."² According to Army doctrine, an Area of Operations (AO) also refers to areas assigned to subordinate units by higher headquarters, within which commanders are responsible for conducting operations.³ Outside the assigned AO is the Area of Interest (AI), where a commander needs to be prepared to operate in furtherance of the higher headquarters mission. The combination of AO and AI define, but do not limit, the commander's Operational Environment.⁴

The Order is organized into regions, departments, and chapters. The Order's physical and observable presence is in the form of its standard chapters, "which are chartered, and geographically proximate to, the residences of Companions."⁵ Each of these levels of command has both an AO and AI to consider and define for its Companions.

What should a chapter commander and his staff be considering? One of the first tasks is to conduct an assessment of the chapter's effective AO, which is how far and wide can the chapter engage with the community it serves, and potential Companions, either veteran or hereditary. In military terms, an AO may be assigned to a unit, and it specifies its boundaries for maneuver and fires. Inside that AO, the unit has authority for these actions, but depending on the strength of the unit and its reach, the AO may be too large to effectively control. Unlike military operations driven by the combat mission, chapters can determine the boundaries of its AO, if it does not overlap with another chapter. The chapter AO could, for example, be established according to district or county boundaries. But whatever the established AO, the chapter must assess its ability to effectively operate in that AO.

Does your chapter have a clear AO? Can your chapter leaders define it? The clearest and most obvious AO boundaries are the regions



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and departments. Some volunteer organizations require the designation of the AO in the constitution and/or bylaws of their subordinate

organizations, but this is not the case for MOWW, so chapters will not find their AO defined there. At the chapter level, the chapter must define its own AO, but they will need to coordinate that within their respective region.

Within a region or department AO, there are areas without chapters and where the Order has no presence except isolated Companions, who may or may not volunteer to represent the Order in such areas. Attempting to operate in these spaces is difficult, and simply expanding chapter AO boundaries to cover them without a Companion force in place there is neither practical nor effective.

Each chapter's Chapter Action Plan (CAP) "... represents the focus of these things at the local community (i.e., tactical) level of the Order, i.e., it is the plan via which chapters will achieve success in all Strategic Goals and local focus areas."⁶ The Chapter Action Plan should be based on a clear appreciation of the AO, and how the chapter may carry out the work of the Order in that AO.

Chapters are stationary, and so they must determine where they can operate and where they might "maneuver" to take advantage of opportunities. In terms of expanding the AO of a chapter geographically, it must assess the boundaries of its *effective* "zone of recruitment" to find new Companions. Accordingly, for any department AO, there is a great deal of space where no chapter is operating. Simply expanding the boundaries of chapter AOs will not put members on the ground in those areas. The chapter cannot "seize and control" new territory easily unless its members are willing to drive out to new territory to recruit.

The chapter should assess what its AO is in terms of its effective reach, and whether the AO it has defined as its own may be larger than it can effectively recruit and operate in. The AO must be sized to the capabilities and resources of the chapter, and chapter funding constraints. At its most basic

Simply expanding the boundaries of chapter AOs will not put members on the ground in those areas.

level, the effective reach of the chapter in an AO is based on where its members live and work.

The number of members who are attending

meetings and participating in chapter events are often not one and the same and their doing both is determined by what is a reasonable commute. Some members living outside a reasonable commuting distance may join and seek to participate at a distance, representing the chapter in their area, and occasionally making the long commute to participate in chapter activities. Identify the reach of your membership to see where you can recruit. This area will change over time, depending on what neighborhoods, what work environments, and what Companions are represented by your active membership. Companions who are working on military bases are in prime territory for recruiting.

What Should the Chapter AO Assessment Include?

For military operations, the assessment would include a list of concerns to include: the enemy, irregular forces, allied and partner forces, terrain, host-nation government services and capabilities, transportation infrastructure, communications infrastructure, and the information environment. What are the parallels for a chapter AO assessment? For a chapter AO, there are no enemies or allies, but there are other Veterans Service Organizations operating in the same space conducting similar operations, programs, or activities that may also be competing for the same membership pool. These organizations are allies and partners for major programs and projects, and it is usually the case that the chapter members are also members of one or more of these organizations operating in the same AO.

What personal connections do chapter members have with members and leaders of the local MOWW, VFW, American Legion, DAV, AMVETS or other Veteran Service Organizations operating in your AO? What programs do they run that complement those of the MOWW chapter? Of what civic, patriotic, or professional organizations are your Companions also members? How can the chapter partner with these organizations to achieve



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shared objectives? Are there neighborhood, city, county, or state associations, councils, or groups of which other Veterans Service Organizations are

a part that the chapter could join? A successful technique for gaining new Companions from these organizations is to leverage the contacts of chapter Companions who are also members of these targeted organizations.

The assessment of terrain and transportation infrastructure also applies in that chapters need to understand the commuting times from the areas it claims as its AO. Long commutes and traffic may discourage potential members from joining, unless the chapter can point to an activity in its programs in those areas (e.g., commemorations, ROTC/JROTC awards, Boy and Girl Scout recognition, etc.).

The information environment is also an important component for assessment. How will the chapter communicate its existence, purpose, activities, and programs to potential members, the community it serves, and local leaders? What connections do your chapter members have with community leaders who could illuminate the chapter's activities or assist with media coverage? How have other organizations obtained positive media coverage? Former CINC, Capt Deborah A. Kash, USAF (Ret), has stated that "our biggest problem is communication; the word does not get out." The "word" can mean many things but in this case, the "word" is news about MOWW chapter activities that would help to generate name recognition and interest in membership.

Developing the Recruiting Plan

Recruiting without first developing a Recruiting Plan provides no reasonable expectation for success. The plan provides recruitment goals, strategies, times and places for recruitment efforts, allocation of chapter resources, and specific instructions for execution. This is the same "5 Ws and an H (i.e., who, what, when, where, why, and how?) that veteran Companions learned as cadets, midshipmen, and officer candidates, or that anyone learned in English composition, etc. The Recruiting Plan should be time-phased over the calendar year, with quarterly

"Preserving the Order requires that the next generation is part of it."

—Brig Gen Arthur B. Morrill III, USAF (Ret)
MOWW Chief of Staff

goals to be assessed at chapter meetings. The plan provides a common set of instructions for all Companions of the chapter to find where they fit. The baseline

goal for recruiting is to sustain and increase the level of membership, but more concrete quarterly goals should be established, both for recruiting events or efforts, and the numbers of Companions recruited. The goals should also be specific regarding where the new members are recruited (geographically) and by what method (e.g., recruiting at events with a staffed chapter information table).

In determining recruitment goals, it is useful to tally the number of Companions the chapter has lost due to attrition over the last few years. Losses are inevitable, but just as battlefield losses of units in combat must be replaced to keep the unit at fighting strength, membership losses must be replaced if the chapter is to continue to be successful in conducting its mission of service. Therefore, the SG-1 recruiting objective is and must be a net growth number. In short, how many losses must be replaced to get back to fighting shape, let alone to grow the chapter?

Organizing and Training for Recruiting

Preparing Companions to be effective recruiters requires more than simply assigning them a quota or telling them to "go recruit." As we know from our military training and experience, preparation, inspections, and rehearsals are necessary for successful operations. This is no less the case for MOWW recruiting, and we will examine how we can apply this basic military logic.

What is the number of Companions in the organization available to effectively carry out the recruiting task? In the Revolutionary War, the number of "effectives" was an estimate of the percentage of the force "fit for duty."⁷ During the Civil War, the Confederates used the term "effectives" to describe the subset of the number of soldiers present for duty (PPD), who could effectively march into battle, and this was typically about 93% of the PPD count.⁸ Today, our "effectives" are much less.



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Not all Companions will be able to participate in recruiting efforts, so determine who is "fit for duty" and ask them to volunteer. There must be a clearly expressed

willingness to accept the task, a commitment to be a chapter recruiter. When you have Companions who are not really committed to recruiting, they will simply not bring in any new members. If they are not committed, that lack of commitment will be perceived by and/or discourage potential recruits. Once the membership of the recruiting team is settled, the chapter can then build a plan that will employ that team, however large or small, in a manner appropriate to their number, time available, and the effective AO.

Be honest with your Companions that recruiting is hard work that requires persistence and accountability. How many candidates will the recruiters have to engage to get a new Companion? It might be 10, or 20, or more, but if done properly, they will also be getting the word out about the Order and the chapter. They will have to be ready to reply to the reasons for not joining so they can be ready to calmly and positively respond to rejections of the offer to join the Order ("Preserving and Protecting the Order," *The Officer Review*[®], Mar-Apr 21). The first-time out, recruiting is hard. However, remember that by engaging others to tell them why they should consider joining, we **are** "getting the word out" about our organization and telling our story.

Retention

Our members are called "Companions." Why was that term selected? The term signifies the importance of interacting with one another, of encouraging one another to remain engaged in the chapter's mission of service. Retention is the other side of recruiting, as it keeps our membership numbers from shrinking. Both recruiting and retention are essential components of chapter efforts focused on membership. Continuing with the concept of "effectives," membership strength on the rolls is rarely what can be mustered in time of need. This also brings attention to the need to focus on

Recruiting without first developing a Recruiting Plan provides no reasonable expectation for success.

promoting involvement, i.e., how we maintain our effective strength, if not grow it.

However, retention is not simply keeping

those who are "paid up" on our membership rosters. Rather, it is keeping them active in the chapter and its activities. Perpetual Members can simply "fade away," with the chapter leadership often having no idea why they have "dropped out." The MOWW Chief of Staff, Brig Gen Arthur B. Morrill III, USAF (Ret), calls these members who have faded away, "Lost Patrols." We must continually engage with every member using all means of communication. Failure to maintain contact, if allowed, will result in members dropping out. We should not be surprised when members fade away if we did not make the effort to maintain communications. If we are not communicating with our chapter Companions, they will assume the chapter is not functioning and we will not be able to convince others that MOWW is an organization worth joining.

This highlights the importance of the chapter newsletter, Facebook, commander emails, and the regular use of online meeting platforms such as ZOOM, conference calls, and other mechanisms that must be part of the chapter's communications toolbox now and into the future. Many chapters have Companions who are not very fond of or even familiar with email, or ZOOM meetings, but they do appreciate hand-written notes and telephone calls. In this way, new and old school can coexist. In short, ensure retention is part of the Recruiting Plan so the number of "effectives" remains strong and grows.

Recruiting Performance Assessments

Assessments of recruiting should be conducted at every chapter meeting with the topic of "Recruiting" being on the meeting agenda. If recruiting is on the meeting agenda, the chapter will make steady improvement, if for no other reason that they will tire of failing to achieve goals. We can easily deceive ourselves that we are recruiting and retaining if we are not assessing those efforts and have the illusion of activity. People in group settings are often "input-oriented," which is to say that they may have several



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ideas to share, but if they aren't "outcome-focused" they can easily forget that it is the assessment task that tells the chapter whether those ideas worked. Keep the chapter focused on outcomes and spend time at every meeting talking about the chapter Recruiting Plan and the chapter's recruiting performance.

Retention is not simply keeping those who are "paid up" on our membership rosters. Rather, it is keeping them active in the chapter and its activities. Perpetual Members can simply "fade away," with the chapter leadership often having no idea why they have "dropped out."

your chapter with the recruiting goal reported to HQ MOWW. Start the mission analysis process and assemble a team of Companions who have committed to recruit. Assess the reach of your recruiting team and define your AO. Develop the recruiting plan with the recruiting team. Train your forces for recruiting success ... and

then "go outside the wire" to meet and recruit your newest involved Companions! ★

Time for Action

Pull out your Chapter Action Plan and re-acquaint

Editor's Notes:

1. This article is the second in a series resulting from a MOWW Chief of Staff assignment to COL Tulak (a MOWW General Staff Officer) to examine factors and trends bearing on recruiting, retention, and involvement. The purpose was to help frame a more thorough and informed discussion while serving as a "think piece" and motivation for all Companions to help them assess the environment, chart the chapter's future, and to guide chapter retention, involvement, and recruiting efforts to materially help preserve and protect the chapter while ensuring the chapter thrives in the long term.
2. The July-August 2021 issue of *The Officer Review*® will feature the final article in this series, which will focus on chain of command leadership and management roles and responsibilities in terms of executing a successful Order-wide Recruiting Plan.
3. For more information on engagement, retention and recruiting, please see the MOWW Policy Manual, *The Officer Review*®, and the MOWW website. 📄

End Notes:

1. Army Doctrine Publication No. 3-0, Unified Land Operations, Headquarters Department of the Army Washington, DC, 10 Oct 11, pp. 2, 11. The text advises Commanders that "Continuous assessment of the mission variables enables Army leaders to adjust the mix of core competencies to gain a position of relative advantage over the threat (whether natural disaster or enemy attack) against populations and infrastructure." https://www.army.mil/e2/downloads/rv//info/references/ADP_3-0_ULO_Oct_2011_APD.pdf
2. Joint Publication 3-0 (JP 3-0): Operations, https://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/jp3_0ch1.pdf?ver=2018-11-27-160457-910
3. ADP 3-0, 2011, p. 12.
4. ADP 3-0, 2011, p. 2.
5. MOWW Policy Manual, 9 Apr 19 [amended 30 Oct 20], p. 7.
6. MOWW, 2 Apr 19, p. 12.
7. William Thomas Sherman, 2011, *Calendar and Record of the Revolutionary War in the South: 1780-1781*, By Gun Jones Publishing, Seattle, Washington, 2010 Copyright 2003, 2006. William Thomas Sherman, 17 Jul 03, TXU 1-102-840 <http://www.americanrevolution.org/south.pdf>
8. Brett Schulte, 15 Dec 05, "Counting Heads: Looking at Civil War Troop Numbers for Wargaming," TOCOC Civil War Blog, <http://www.brettschulte.net/CWBlog/2005/12/15/counting-heads-looking-at-civil-war-troop-numbers-for-wargaming/>



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WHY COMMANDERS MUST LEAD AND MANAGE

COL. ARTHUR N. TULAK, Ed.D., USA (RET)
GENERAL STAFF OFFICER, MOWW

Our Order is built on the lines of a military command structure but with a notable difference. Whereas the military services and key commanders select subordinate commanders and staff, and are assigned forces, equipment, etc., within the Order, we have commanders at the national, regional, department, and chapter levels, who are elected or appointed to command by various leaders or groups depending on the level and position being discussed.

The history of elected commanders is not unique to veterans' organizations. The tradition dates to Colonial militias. The practice continued through the American Civil War, especially in units of volunteers for both Confederate and United States forces, sometimes up to the regimental level. In practice, the men elected their officers, who were leaders they had esteemed as being dependable from their previously demonstrated leadership in peacetime endeavors.¹ This is the model our Order follows, which is also made up of units of volunteers (i.e., our chapters), with individual volunteers also holding every elected or appointed position in the Order.

Leadership and management of volunteer organizations is often more complicated and challenging than what veteran Companions experienced during their time spent in leadership positions in the United States' seven uniformed services. For example, Companions who were selected for positions of command during their military service were given a staff to assist in the management of the unit and its many facets, to include training, equipment and fleet maintenance, personnel, budgets, etc. The staff members were particularly trained to carry out these management functions. As Adam Mandler, CEO of The Veloz Group points out, in volunteer organizations, "When you are the leader of a volunteer organization, you

have pretty limited say over who you work with. The people who report to you are other people who have signed up, not lieutenants you can handpick."²

Companions who have held command in the Uniformed Services may mistakenly expect to wield the same authority in elected command positions in our Order, or they may mistakenly believe that as a Commander, they can simply delegate all management responsibilities to others, e.g., to an adjutant or to those holding comparable assistant positions at any level. However, effectively fulfilling the responsibilities of command at any level of our Order, which is comprised of volunteers, requires both personal and effective leadership and management.

Volunteerism in the Order is the engine that enables "doing the work of the Order" in the community. Commanders have the dual task to exercise leadership to motivate their Companions to volunteer, and then to diligently manage that effort to ensure that programs and events are successful.

Many veteran Companion leaders in our Order also fail to fully appreciate the degree to which their responsibilities to lead their chapters require the same management skills that got them noticed by their superiors during their military careers and selected for positions of command.

Writing for the Army's *Military Review* magazine, CPT Charles R. Gallagher observed that the debate as to the relationship between command, leadership, and management had filled the pages of the magazine for the last sixty years. However, he also points to current Army leadership doctrine as having merged both leadership and management into one concept, and that "management functions are things leaders do."³ The Army defines command thusly:

Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. Command also includes responsibility for health, welfare, morale, and discipline of assigned personnel.⁴



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The definition above, with the replacement of the phrase "controlling military forces" with "leading volunteers," would apply to our Order.

Army leadership doctrine also states that "Management is complementary to leadership," and that "successful management requires understanding about policy, regulations, and the procedural aspects of how an organization functions as part of a larger organization."⁶ This clearly applies to all commanders and leaders in our Order who must be familiar with the MOWW Policy Manual, Strategic Goals, CINC Directives, etc., as they carry out their assigned tasks of managing their chapter, department, region, or Order.

The conventional debate between command, leadership, and management may have been once appropriate for the military, and debates about leadership versus management may once have been likewise appropriate for the business world, but for volunteer organizations or any organizations of any type today, they are now just simply inseparable. Leaders must also manage, and managers must also lead.

While the terms "leadership" and "management" each have their definitions, both must be carried out simultaneously in an integrated way if the organization is to accomplish its mission at any level in any area. The responsibility to achieve this first falls on the commander, but then on everyone else. CDR Iftikhar Ahmed Khan's essay on the relationship of command, leadership, and management makes this point clearly:

Leaders must have knowledge, skills, and abilities... in the "Manager" column else their leadership will never produce concrete results. Managers who do not have skills... in [the] "Leader" column will soon drive their organizations into a standstill.⁶

Volunteerism in the Order is the engine that enables "doing the work of the Order" in communities. Commanders have the dual task to exercise leadership to motivate their Companions to volunteer, and then to diligently manage that volunteer effort to ensure

that programs and events are successful, and to ensure Companion volunteers are fulfilled. Volunteers need to see that the time and effort they expend are "making a difference" in activities such that they are well-coordinated and directed (managed), and such that they achieve organizational goals. Leading volunteers is synonymous with volunteer engagement that inspires, trains, equips, supervises, and recognizes their contributions and sacrifices. The effective management of volunteers plays a critical role in that engagement.⁷

The concept of "effectives" is in plain view in every chapter, where only a fraction of the chapter's members are "present for duty" at chapter meetings, with an even smaller fraction being those who will actually volunteer to work "in the field" to carry out chapter programs and participate in chapter events.⁸ Staying engaged with your effectives and working diligently to increase their numbers is critically

important—first because they are doing the work of the chapter and second because their success helps to set the standard for others to emulate in and out of the chapter.

Many members of the Order and other organizations confuse

simply joining the Order with being a volunteer in an organization. However, if there is no volunteer action "in the field," then their membership has no effect. Creating and channeling volunteer energy in support of the Strategic Goals of the Order, and rewarding exemplars, requires both leadership and management.

Commanders must manage their chapters. The deliberate planning and staff work necessary for the chapter to operate successfully, to include recruiting, retention, outreach, and internal chapter management, must be put into a management process that provides the leaders and followers with a more effective manner of operations.

Many chapter commanders have allowed the chapter's management functions to atrophy. Without management and supervision, plans will not be carried out effectively and the chapter will fail to

Many members of the Order and other organizations confuse simply joining the Order with being a volunteer in an organization. But, if there is no volunteer action "in the field," then their membership has no effect.



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achieve its organizational goals. The Order's Strategic Goals are also applicable at the tactical level of the chapter, for it is tactical action and success across the entire force that will achieve the objectives at scale.

Achieving MOWW's Strategic Goals requires preparatory actions, supervised execution, progress reporting, assessment of success or failure, and continuous improvement via simultaneously improving leadership, management, and operations. This is the same model well applied and reinforced by the US military to both training and operations and yet in many cases, chapters have not applied it.

To do so, chapters should conduct an honest self-assessment of the chapter annually using the MOWW Policy Manual, Appendix S, "Chapter Assessments & Tiger Team Program." Do chapter Companions electively look at the goals set

each year and report operational results and actions in response up the chain of command to the CINC, do they only do that if directed, or do they not do that at all, leaving it as a job to be done by unspecified others? When the mission is not accomplished, do commanders at every level conduct assessments, determine the causes for failure, and develop innovative approaches in response?

Many chapters suffer from the Laws of Inertia, which state that a body at rest tends to stay at rest. In other words, it takes a strong and effective leaders and willing followers to get the chapter moving to routinely carry out activities that contribute to achieving the purposes of the Order for the good of the chapter. Is the chapter functioning or is it "stuck in Park" in a disappointing demonstration of the principle of inertia? The MOWW Policy Manual acknowledges the importance of effective chapter management by assigning this as a specific task to be addressed by Tiger Teams when they are engaged to help chapters improve "chapter and outreach program management."⁹

We must also remember, "the more infrequently chapter officers meet and the less a chapter meets, the less the chapter will be viable because reduced companionship occurs" (MOWW Policy Manual, p. 42).

Unlike the staff of military commands and organizations, the chapter staff does not report to work every day. Instead, they work asynchronously via telephone calls, Zoom sessions, and emails during their free time. In a complementary way, chapter meetings provide the opportunity to complete coordination of current and future activities, and conduct assessments of past activities and ongoing programs. If chapter meetings do not provide the opportunity for staff work coordination, then positive change will not occur. However, the monthly chapter general membership meeting alone is not sufficient for staff planning.

Many chapters suffer from the law of inertia, which is that a body at rest tends to stay at rest. "The more infrequently chapter officers meet and the less a chapter meets, the less the chapter will be viable because reduced companionship occurs."

MOWW Policy Manual

The MOWW Policy Manual, which contains a plethora of useful information in a wide range of practical areas, recommends staff meetings in addition to chapter meetings to ensure that the staff is ready to present its work at the chapter's general meeting.¹⁰ With

today's online meeting tools, it is easier than ever for commanders to call a staff meeting with the chapter staff to focus on detailed planning and coordination, which after the commander's approval, is presented as the operations plan to the general membership for implementation.

Staff work done during a chapter's general membership meetings and staff meetings must move the organization forward, with commanders and leaders exercising their managerial roles to ensure that tasks are being accomplished.

Here is a simple annual exercise: review all chapter meeting minutes from the last year, the Chapter Action Plan, the chapter's calendar of events, and the chapter's newsletters to see if the goals stated at the beginning of the year were sufficiently discussed, publicized, and worked on at the meetings, and if they were met with any real effort on the part of the



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membership. If a chapter is not addressing how to improve performance at chapter meetings, exactly when and how is that to be accomplished? The Policy Manual also provides specific discriminators that chapters can use for their own self-assessments on chapter management, including focusing on recruiting, average age of membership, the number of staff meetings conducted (separate from chapter meetings), the average number of elected and appointed staff attending staff meetings, and the average number of other Companions attending staff meetings.¹¹

The Preamble states the purposes of the Order and the Strategic Goals provide the structure for organizing chapter efforts to achieve those purposes. The MOWW Strategic Plan-required Strategic Goal Report Card provides the means to assess those chapter efforts, successes, or failures each year. Commanders must both lead their staff and other Companions who volunteer to take on the roles of committee chairs and project leads, and team or program members, and who manage the chapter's internal and external programs and activities. *Commanders must also make tough decisions, be willing to admit what is not working, and be willing to seek ways to improve chapter programs and enhance operational execution.*

Once the chapter develops a Chapter Action Plan, the commander and staff must regularly assess it and its execution to determine if the plan is feasible with the fiscal and volunteer manpower resources available. They must also assess it to manage its execution to achieve the Strategic Goals of the Order and the overarching purposes spelled out in the Preamble.

No strategic (MOWW) or operational (region) victories or successes are achieved without consistent victories or successes at the tactical (chapter) level. If chapters are failing to accomplish the goals and objectives the chapters committed to in their Chapter Action Plans, then they are not effectively contributing to "the good of the Order." Only abiding and effective leadership, management, followership, and organizational discipline, makes such victories and successes possible at any level of command. ★

Editor's Note: This article, the last in a series of three, results from a MOWW Chief-of-Staff assignment to COL Tulak (a MOWW General Staff Officer) to examine factors and trends bearing on leadership and management, and organizational effectiveness and success. The purpose is to help frame a more thorough and informed discussion while serving as a "think piece" for all Companions to help them chart chapter futures, and to guide the range of efforts needed to preserve and protect the Order while ensuring chapters are vibrant and thriving. For more information on these things, please see the MOWW Policy Manual, *The Officer Review*®, and the MOWW website, among other professional readings. ☪

¹ "Officer Selection," post, on weblog *Civil War Leadership: A Look at the Inner Workings of Civil War Armies*, Michigan State University, April 15, 2015. <http://civil-war-officers.leads.msu.edu/2015/04/15/officer-selection-2/>

² Adam Mandler, "What Business Leaders Can Learn From Leading a Volunteer Organization," *Young Entrepreneur Council*. <https://www.forbes.com/sites/forbesbusinessdevelopmentcouncil/people/adammandler/?sh=35303acc38c8>

³ CPT Charles R. Gallagher, "Muddling Leadership and Management in the United States Army," *Military Review*, Army University Press, August 12, 2016. <https://www.armypress.army.mil/Journals/Military-Review/Online-Exclusive/2016-Online-Exclusive-Articles/Muddling-Leadership-and-Management/>

⁴ Headquarters, Dept. of the Army, (July 2019), *Army Leadership and the Profession*, Army Doctrinal Publication 6-22, p. 1-18. https://armypubs.army.mil/epubs/DIR_pubs/DIR_a/ARN20039-ADP_6-22-001-WEB-D.pdf

⁵ *Ibid.*, p. 8-2.

⁶ CDR, Ret. Ifikhar Ahmed Khan, Pakistan Navy, (June 16, 2014), "Command, Leadership or Management? An Enigmatic Triad," accessed from: <https://www.mbsadepot.com/command-leadership-or-management-an-enigmatic-triad/>

⁷ Weblog, "Guiding Leaders of Volunteers to Feed the Passion of Those Who Choose to Serve," "The Difference Between Volunteer Management and Volunteer Leadership," Head, Heart and Hands Engagement Collective. Accessed at <http://www.headheartandhandsengagement.com/the-difference-between-volunteer-management-and-volunteer-leadership.html>

⁸ William Theonas Sherman 2011. *Calendar and Record of the Revolutionary War in the South: 1780-1781*, By Gun Jones Publishing, Seattle, Washington, 2010 Copyright 2003, 2006. William Theonas Sherman July 17, 2003. TXU 1-102-840. <http://www.americanrevolution.org/south.pdf>

⁹ MOWW, Policy Manual, (April 2019, amended 30 October 2020), Appendix S, "Chapter Assessments & Tiger Team Program," pp. 162, 164, & 167.

¹⁰ *Ibid.*, p. 34.

¹¹ *Ibid.*, p. 174.



2021 MOWW CONVENTION AGENDA

2021 MOWW CONVENTION AGENDA | DEARBORN, MICHIGAN

★ ATTENDEES AND GUESTS MUST COMPLY WITH ALL CDC, MICHIGAN, AND MOWW COVID-19 REQUIREMENTS ★

Make your hotel reservation. Use this NEW LINK to get a free breakfast & so the Host Chapter gets credit for the room
<https://doubletree.hilton.com/en/dt/groups/personalized/D/DTTDBDT-MOW-20210731/index.html>

TUESDAY, 3 AUGUST 2021 DRESS: CASUAL				
TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0900*	Tour 1: Golf Tourney (*Tee-Off)		Tournament Players Club Golf Course	All Attendees
WEDNESDAY, 4 AUGUST 2021 DRESS: CASUAL FOR ALL EVENTS UNLESS OTHERWISE NOTED				
TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0800-0930	Pre-Convention EXCOM Breakfast (AV)	(Conf Table, 15)	Henry Ford Exec Boardroom	EXCOM Members
1800-2100	CINC Welcome Dinner (AV)	(Banquet, 140)	Great Lakes Ballroom	All Attendees
1015-1700	Tour 2 ("All-Hands"): Henry Ford (Museum) & Ford Rouge Plant		Dearborn	All Attendees
1100-1600	Tour 3 ("All-Hands"): Detroit Institute of Art		Detroit	All Attendees
THURSDAY, 5 AUGUST 2021 DRESS: CASUAL (HANN-BUSWELL MEMORIAL CHAPTER DINNER: MESS DRESS)				
TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0700-0830	Council of Past CINC's Working Breakfast	(H-Square, 20)	Allen Park	CPC Members + Guests
0900-1045	Convention I MOWW Business Session (AV)	(Classroom, 140)	Great Lakes Ballroom	All Companions
1100-1200	SVCINC: Region & Department Roundtable	(Classroom, 40)	Allen Park	Region & Dept Credits + Top-8
	AS DESIRED LUNCH			
1300-1400	Council of Area Commanders (CAC)	(Classroom, 40)	Allen Park	CAC Members + Top-8
1415-1500	Strategic Growth Committee Outbrief (AV)	(Classroom, 140)	Great Lakes Ballroom	All Companions
1515-1630	PEC, ROTC & Scouting Outreach Roundtables	(Theater, 140)	Erie+Ontario+Huron Rms	All Companions
1645-1745	Hann-Buswell (HB) Chap Mtg (AV)	(Banquet, 80)	Southfield/Allen Park	Hann-Buswell Chap Mbrs
	AS DESIRED DINNER			
1900-2100	Hann-Buswell Memorial Chapter Dinner (AV)	(Banquet, 80)	Southfield/Allen Park	HB Mbrs / Guests
1015-1700	Tour 4: Henry Ford (Museum) & Greenfield Village		Dearborn	All Attendees
1000-1530 & 1100-1530	Tour 5: Detroit Historical Museum		Detroit	All Attendees
FRIDAY, 6 AUGUST 2021 DRESS CASUAL (DETROIT BELLE DINNER CRUISE: COAT & TIE;)				
TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0700-0745	Non-Denominational Worship Service (AV)	(Theater, 140)	Erie+Ontario+Huron Rms	All Attendees
0800-0845	MOWW Candidate Presentations (AV)	(Banquet, 140)	Great Lakes Ballroom	All Companions
	(0830-1030: Teller Meeting)	(Box Square, 20)	Allen Park	Tellers
0900-1030	National Officer Elections (AV)	(Banquet, 140)	Great Lakes Ballroom	Gen Staff + Chap Delegates
1100-1300	MOWW Awards Luncheon (AV)	(Banquet, 140)	Great Lakes Ballroom	All Attendees
1330-1500	Convention II General Staff Meeting (AV)	(Classroom, 150)	Great Lakes Ballroom	MOWW General Staff
	AS DESIRED DINNER			
1600-2030	Tour 6: Diamond Belle Dinner Cruise		Detroit River	All Attendees
SATURDAY, 7 AUGUST 2021 DRESS CASUAL (CINC BANQUET: MESS DRESS)				
TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0730-0900	MOWW Memorial Service	(Banquet, 140)	Great Lakes Ballroom	All Attendees
0915-1015	What is a Chapter?	(Theater, 140)	Erie+Ontario+Huron Rms	All Companions
1030-1115	Board of Trustees (BOT)	(Conf Table, 15)	Henry Ford Exec Boardroom	BOT, CINC, SVCINC, CS
1030-1145	Public Relations & Social Media Tutorial (AV)	(Theater, 140)	Erie+Ontario+Huron Rms	All Companions
	AS DESIRED LUNCH			
1600	New CINC & Spouse Photographs	N/A	Great Lakes Ballroom	CINC-Elect, Chief & Photog
1745-1830	CINC Receiving Line—Mess Dress	N/A	Lobby	CINC, All Conferees
1900-2100	CINC Banquet—Mess Dress (AV)	(Banquet, 140)	Great Lakes Ballroom	All Attendees
	Distinguished Service Award recipient & Honorary Commander-in-Chief: Gen Peter Pace, USMC (Ret)			
SUNDAY, 8 AUGUST 2021 DRESS: CASUAL				
TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0900-1130	Post-Convention EXCOM Breakfast (AV)	(Conf Table, 15)	Henry Ford Exec Boardroom	EXCOM Members
0900-1030	EXCOM Spouse "Meet 'n' Greet" Breakfast	(H-Square, 15)	Greenfield	Spouses (Host: CINC Spouse)

v.14

COVID-19 GUIDELINES FOR THE 2021 MOWW CONVENTION:

- ALL ATTENDEES MUST WEAR MASKS AT ALL TIMES EXCEPT WHEN EATING OR DRINKING. ATTENDEE TEMPERATURES WILL BE TAKEN AT THE START OF EACH DAY, AND NEW MASKS WILL BE ISSUED AT THE START OF EACH DAY AND AT MID-DAY TO ALL ATTENDEES.
- ALL ACTIVITIES WILL REFLECT "SOCIAL DISTANCING," I.E., KEEPING A SAFE SPACE BETWEEN YOURSELF AND OTHER PEOPLE WHO ARE NOT FROM YOUR HOUSEHOLD. TO PRACTICE SOCIAL DISTANCING, STAY AT LEAST 6 FEET (ABOUT 2 ARM LENGTHS) FROM OTHER PEOPLE WHO ARE NOT FROM YOUR HOUSEHOLD IN BOTH INDOOR AND OUTDOOR SPACES AT ALL TIMES, IN ALL LOCATIONS.
- MEETINGS, TABLE SET-UPS, SEATINGS, AND/OR PLACE SETTINGS MAY NOT BE MOVED FROM THEIR INTENDED POSITIONS.
- ALL MEALS WILL BE PLATED. THERE WILL BE NO BUFFETS, RECEIVING LINE, OR RECEPTION.

2021 MOWW CONVENTION TOURS



2021 MOWW Convention | TOURS -Transportation included

★ ATTENDEES AND GUESTS MUST COMPLY WITH ALL COVID-19 REQUIREMENTS ★

Make your hotel reservation. Use this **NEW LINK** to get a free breakfast & so the Host Chapter gets credit for the room
<https://doubletree.hilton.com/en/dt/groups/personalized/D/DTTDBDT-MOW-20210731/index.html>



Tour 1: GOLF TOURNEY AT TOURNAMENT PLAYERS GOLF CLUB. (TUESDAY, 3 AUGUST 2021; TEE OFF: 0900) TPC is a stunning Jack Nicklaus Signature Course that golf legends such as Jack, Arnold Palmer, Chi Chi Rodriguez and others played when the course hosted the Senior Players Major Championship (16 times). The Club provides members and guests with a masterfully designed, superbly landscaped and expertly maintained course that offers a thoroughly enjoyable experience for golfers of all skill levels. **Cost/person \$65.00 (includes lunch— drinks separate). LIMIT: Limit: First 48 people.**



Tour 2 ("ALL HANDS"): THE HENRY FORD [MUSEUM] & FORD RIVER ROUGE PLANT (WEDNESDAY, 4 AUG 2021, 1015-1700) In the museum, discover America's culture and "can-do" spirit—and hundreds of hands-on ways to enjoy it in **The Henry Ford Museum of American Innovation**—Lincoln's Ford Theater chair, President Kennedy's Dallas car, Rosa Parks' bus, historic cars—and **tour Ford's River Rouge F-150 truck factory** to see trucks actually being made and the largest green roof in the world. **Cost/person \$55.00 (lunch separate). Limit: First 100 people.**



Tour 3: DETROIT INSTITUTE OF ARTS (WEDNESDAY, 4 AUGUST 2021, 1100-1600) The Detroit Institute of Arts, located in Midtown Detroit, Michigan, has one of the largest and most significant art collections in the United States. **The DIA** collection is regarded as among the top six museums in the United States with an encyclopedic collection which spans the globe from ancient Egyptian and European works to contemporary art. A feature is the Diego Rivera mural of Detroit Industry. **Cost/person \$30 (lunch separate). Limit: First 30 people.**



Tour 4: THE HENRY FORD [MUSEUM] & GREENFIELD VILLAGE (THURSDAY, 5 AUG. 2021, 1015-1700) In **The Henry Ford Museum**, discover America and the hundreds of hands-on ways to explore it and enjoy American Innovation—Lincoln's Ford Theater chair, President Kennedy's Dallas car, Rosa Parks' bus, historic cars. Experience **Greenfield Village** and see early American homes, Menlo Park (Edison's laboratory), the Wright Brothers workshop, Historic Districts and much more. **Cost/person \$55.00 (lunch separate). Limit: first 100 people.**



Tour 5: THE MOTOWN AND DETROIT HISTORICAL MUSEUMS. Visit both in one tour! (THURSDAY, 5 AUG 2021, 1000-1500 & 1100-1530) **Two busses; limit 20 people in each bus.** At the **Motown Museum**, step into an era of musical magic. Tour Hitsville U.S.A., the birthplace of the Motown Sound. Stand where the Temptations, Four Tops, Miracles and Supremes—and many more of your favorite Motown artists - recorded their famous songs. At the **Detroit Historical Museum**, see Detroit as it used to be: Cobblestone streets, 19th century stores, and a fur trading post from the 1700s are only a few of the wonders that visitors see. Permanent exhibits include *Detroit: The Arsenal of Democracy*, and *Doorway to Freedom: Detroit and the Underground Railroad* exhibition. A Special Exhibit of the 1920's will include a panel on MOWW 1920 Convention in Detroit! **Cost/person \$55.00 (includes lunch at the Detroit Historical Museum). Limit: First 40 people.**



Tour 6: DIAMOND BELLE RIVERBOAT DINNER CRUISE (FRIDAY, 6 AUGUST 2021, 1600-2030) Sailing the Detroit River since 1993, the **Diamond Riverboat** crew will highlight popular and hidden sightseeing gems on the water. The Diamond Belle Cruise Ship's crew brings these locations to life with interactive narrated tours. From the beautiful landscape of historical Belle Isle to the Ambassador Bridge (the worlds most travelled international bridge) and back, you will see the full skyline of both Detroit, USA and Windsor, Canada. You may also see the only floating Post Office in the country on your trip. **Cost/person: \$70 (Dinner included; drinks separate). Limit: First 100 people.**

2021 MOWW CONVENTION & GENERAL STAFF MEETING AGENDA

0900 - 1045 (THURSDAY, 5 AUG 21) — CINC CALLS THE MOWW CONVENTION TO ORDER

0900: OPENING CEREMONIES

- Chaplain General: Gives the Invocation
- CINC: “Advance the Colors” (stand at attention; no saluting indoors)
- CINC: Leads all in reciting the “Pledge of Allegiance” (right hand over heart)
- SVCINC: Reads the Order’s “Preamble:”

THE PREAMBLE TO THE CONSTITUTION OF THE MILITARY ORDER

- To cherish the memories and associations of the World Wars waged for humanity;
- To inculcate and stimulate love of our Country and the Flag;
- To promote and further patriotic education in our Nation;
- Ever to maintain law and order, and to defend the honor, integrity, and supremacy of our National Government and the Constitution of the United States;
- To foster fraternal relations among all branches of the Armed Forces;
- To promote the cultivation of Military, Naval and Air Science, and the adoption of a consistent and suitable policy of National Security for the United States of America;
- To acquire and preserve records of individual services;
- To encourage and assist in the holding of commemorations and the establishment of Memorials of the World Wars;
- And to transmit all these ideals to posterity, under God and for our Country, we unite to establish...

The Military Order of the World Wars

- CINC: “Retire the Colors” (CINC)
- CINC: Conducts a Roll Call (If desired, may call for a motion, etc., from the floor to omit a roll call.)
***ACTION: Commander-in-Chief appoints a Sergeant-at-Arms for the Convention: PCINC COL St Amant.** The Sergeant at Arms is responsible for maintaining order on the Convention floor throughout all business during the Convention. [Convention Rules]*
- ***Action: The Convention Host Chapter (HPM George Leichtweis) reports on the number of delegates certified by the Host Chapter Committee.** (Done at the opening business session of the Convention and thereafter as required.” [Convention Rules]*
- CINC: Welcome Companions, dignitaries, and guests, and provide remarks.

OLD BUSINESS (CINC)

- CINC: Call for approval and/or adjustments to the minutes of the 2019 MOWW Convention & General Staff Meeting.
- ***ACTION: Approve the minutes of the 2019 MOWW Convention (PAGE 35).***

NEW BUSINESS (CINC)

- CINC: Refers to the “Dignity of the Order,” “Convention Rules,” “Convention Delegate Information” and “Candidate Presentations & Regional Caucuses” and calls for the annual reports of the National Officers, saying:

CINC: “Please note that only the national officers and committees listed below will present oral reports. However, all annual reports are in the 2019 MOWW Convention Book.”

- Commander-in-Chief End-of-Tour Report | BGen Lopez
- SVCINC Report | LTC (Dr) Okin
- VCINC Report | BG Perez
- VCINC Report | Maj Williams
- VCINC Report | CPT Mitchell
- VCINC Report | LT McConnel
- Chief of Staff Report | Brig Gen Morrill
- Treasurer General Report | LCDR Webb
- MOWW, Inc®, Board of Trustees Report | CDR Hartman
- Constitution & Bylaws, Committee | PCINC COL Le Grande
- Strategic Planning Committee | IPCINC LTC Chamberlin
- Legislative & Resolutions Committee | LTC Moss
- Education & Training Committee | PCINC LTC Hollywood
- Patriotic Education Committee | Lt Col Dunlap
- Reserve Officer Training Corps Committee | CDR Mandigo
- Scouting Committee | COL Schlegel
- Nominating Committee | PCINC LTC Hollywood

ACTION:

1. *Chair reports on Candidate Slate and calls for nominations from the floor three times, after which the Candidate Slate is affirmed by vote.*
 2. *CINC announces the MOWW election Slate of Candidates and calls for a VOTE.*
- CINC: Calls for the approval of all annual reports presented orally and/or in writing. [CONVENTION VOTE]

UNFINISHED BUSINESS

- 2022 MOWW Convention Update | Northeast Florida Cadre & Region VI Chapters
 - 2023 MOWW Convention Update | Gen Meade Chapter
 - 2024 MOWW Convention Update | Chicago Chapter
- NOTE: Cadre/chapter representatives present*

FOR THE GOOD OF THE ORDER

- CINC: Call for any items “For the Good of the Order”

1045: ADJOURNMENT & RECESS

- CINC: Call for adjournment of the annual Business Session and recess the MOWW Convention & General Staff Meeting

1330 - 1500 (FRIDAY, 6 AUG 21) — CINC: CALL TO ORDER & RECONVENE THE MOWW CONVENTION & THE MOWW GENERAL STAFF MEETING

- 1330: CINC: Calls for the CINC-Elect to announce national officer and committee appointments. [CONVENTION VOTE]

NOTE: The chairs of the Executive Committee of the General Staff (EXCOM) and the Nominating Committee are determined by rule. The Council of Region Commanders and the Council of Past Commander-in-Chief elect their own chairs.

- Companions (five) to Assistant National Officer positions
- Assistant Treasurer General
- Assistant Judge Advocate General
- Assistant Surgeon General
- Assistant Historian General
- Assistant Chaplain General
- Companions (5-10) as General Staff-at-Large
- Companions (3) as EXCOM Members-at-Large
- Companion(s) to Member, MOWW Board of Trustees [VOTE]
- National Standing Committee Chairs
- National *Ad Hoc* Committee Chairs, as applicable
- CINC calls for the election of the Chief of Staff
 - Upon election, the new Chief of Staff and the former Chief of Staff go the floor in front of the dais.
 - Protocol supports
- Benediction (Chaplain General)

ADJOURNMENT & RECESS

- 1500: CINC: CALL FOR ADJOURNMENT OF THE MOWW GENERAL STAFF MEETING AND RECESS OF THE MOWW CONVENTION

1800 - 2000 (SATURDAY, 7 AUG 21) — CINC: CALL TO ORDER — RECONVENE MOWW CONVENTION

- 1800: CINC Banquet
- CINC reconvenes the MOWW General Staff Meeting (i.e., the CINC Banquet)
- The CINC Banquet includes:
 - Presentation of MOWW Recruiting Awards
 - Presentation of General of the Armies Pershing Chapter of the Year Award
 - Outgoing-CINC presents National Commander Medal
 - Outgoing-CINC presents the Distinguished Service Award (DSA), and Membership Certificate
 - Distinguished Speaker: DSA Recipient
 - Install the CINC-Elect, the SVCINC/VCINCs-Elect, and appoint selected officers.

NOTE: Invocation, Pledge of Allegiance and reading of the Preamble of the Order are not necessary because the General Staff is in session from the Joint Session of the Full National Convention

- 2000: NEW CINC: CALL FOR ADJOURNMENT OF MOWW CONVENTION

2018 MOWW CONVENTION & GENERAL STAFF MEETING MINUTES (DRAFT)

(DUE TO THE COVID-19 PANDEMIC, THERE WAS NO 2019 MOWW CONVENTION. CONSEQUENTLY, THESE MINUTES ARE STILL IN DRAFT)



THE MILITARY ORDER OF THE WORLD WARS, INC.[®]
435 NORTH LEE STREET
ALEXANDRIA, VIRGINIA 22314-2301

22 August 2019

FROM: HQ MOWW/CS

SUBJECT: 2019 MOWW Convention & General Staff Meeting Minutes

TO: Companions of The Military Order of the World Wars[®]

MORNING SESSION

- CALL TO ORDER
 - In accordance with the Military Order of the World Wars (MOWW) Constitution and Bylaws, the Joint Session, 2019 MOWW Convention Pre-Convention General Staff (GS) Meeting and the 2019 MOWW Convention Meeting were called to order on Saturday, 9 Aug 19. Roberts Rules of Order (Revised) applied. When mentioned, "Convention Book" refers to the 2019 MOWW Convention Book.
 - After the Invocation and Presentation of Colors, the Pledge of Allegiance and the reading of the Preamble, the Commander-in Chief called for a motion omitting a roll call. The motion was made, seconded, and affirmed by a majority vote.
 - Next, CINC LTC John H. Hollywood, USA (Ret), welcomed dignitaries and presented his welcoming remarks. In doing so, he praised all Companions for their great work and expressed his special appreciation to those Companions attending the 2019 MOWW Convention.
- OLD BUSINESS
 - Attendees accepted the minutes of the 2018 MOWW Convention and General Staff meeting minutes with minor adjustments.
- NEW BUSINESS
 - The CINC presented the Convention Rules (Convention Book), affirmed by a majority vote. Next, he presented the "Dignity of the Order," also as requirements. Next, he presented "Convention Delegate Information, and information on "Candidate Presentations & Region Caucuses." The host chapter presented administrative announcements.
 - National Officers and committees presented their annual reports, which are in the 2019 MOWW Convention Book. Reports presented orally and those in the 2019 MOWW Convention Book but not presented orally, were approved by a majority vote.
 - No resolutions were received or presented.
 - Thirteen amendments were presented and approved by a vote on each. They are listed in the 2019 MOWW Convention Book

"Serving Youth, Community, and Nation"

- o The CINC announced the MOWW election slate of candidates and called for a vote. After a motion and a second, the slate was approved by a majority vote in the affirmative. Next, the CINC called for a vote on the candidates, and they were approved by a majority vote. The CINC then announced the results of the vote.
- UNFINISHED BUSINESS
 - o The Detroit Chapter, MI, provided a 2020 MOWW Convention Update. [Note: the EXCOM later cancelled this convention due to the COVID-19 Pandemic for health and safety reasons.]
- FOR THE GOOD OF THE ORDER
 - o The CINC called for any "for the good of the Order" items. Hearing none, he recessed the Convention.

AFTERNOON SESSION

- CALL TO ORDER
 - o In accordance with the Military Order of the World Wars (MOWW) Constitution and Bylaws, the Joint Session, 2019 MOWW Convention Pre-Convention General Staff (GS) Meeting and the 2019 MOWW Convention Meeting were again called to order. Again, Roberts Rules of Order (Revised) applied. As before, when mentioned, "Convention Book" refers to the 2019 MOWW Convention Book.
- OLD BUSINESS
 - o None.
- NEW BUSINESS
 - o CINC-Elect LTC Charles S. Chamberlin, Jr., USA (Ret), announced his appointments to the EXCOM, his selections as Assistant National Officers, chairs of standing national committees, boards, and other appointments. This included a call for a vote to ratify his selections to the MOWW, Inc., Board of Trustees. Those nominations were approved by a majority vote. All those cited and the elected slate of officers will be published in *The Officer Review*[®] and the MOWW National Directory.
- FOR THE GOOD OF THE ORDER
 - o The CINC-Elect called for any "for the good of the Order" items. Hearing none, he recessed the MOWW Convention.

CINC BANQUET

- CALL TO ORDER
 - o CINC reconvened the MOWW Convention (i.e., the CINC Banquet).

"Serving Youth, Community, and Nation"

- NEW BUSINESS
 - The following CINC Banquet activities were completed:
 - Presentation of MOWW Recruiting Awards.
 - Presentation of General of the Armies John J. Pershing Chapter Activities Award.
 - Outgoing-CINC LTC Hollywood presented National Commander Award to then-SVCINC (and Incoming-CINC) LTC Charles S. Chamberlin, Jr., USA (Ret).
 - Outgoing-CINC LTC Hollywood presented the Distinguished Service Award (DSA) to VADM Barry R. McCaffrey, USN (Ret).
 - VADM Robert L. Thomas, Jr., USN (Ret), the DSA recipient, presented remarks.
 - The Presiding Officer of the National Officer Installation Ceremony installed the CINC-Elect, the SVCINC/VCINCS-Elect, and other elected officers and appointed officers.
 - The Immediate Past Commander-in-Chief LTC Hollywood and the Commander-in-Chief LTC Chamberlin made closing remarks.
- FOR THE GOOD OF THE ORDER
 - After a Benediction by the Chaplain General, the CINC requested "for the good of the Order" topics. Hearing none, he adjourned the 2019 MOWW Convention.

FOR THE GOOD OF THE ORDER

DRAFT

ARTHUR B. MORRILL III
 Brigadier General, USAF (Retired)
 Chief of Staff & COO, MOWW, Inc.*

"Serving Youth, Community, and Nation"

EXECUTIVE LEADER BIOGRAPHIES



CINC BGen R. Frederick Lopez, USMCR (Ret), served 31 years on active duty and in the United States Marine Corps Reserve. His tours of duty include 13 months in Vietnam (1968-1969), including duty as a Rifle Platoon Commander (Vietnam) and Sniper Platoon Commander (Vietnam), Company Commander, S-3 Operations Officer, Infantry Battalion Commander, Assistant Division Commander, Commanding General 4th Marine Division, and Deputy Commanding General 1st Marine Expeditionary Force. Medals and decorations include the Distinguished Service Medal, the Bronze Star Medal with Combat "V," the Navy Commendation Medal, the Combat Action Ribbon and numerous other decorations and badges, including the Navy & Marine Corps Parachutist Wings. He holds a BS (Mathematics) from California Polytechnic (San Luis Obispo) and an MS (Computer Science) from West Coast University. He retired from Raytheon Company in 2007 as a Director of Engineering, Electronic Warfare Systems. He has been a Companion in MOWW for 19 years, holding command positions at the chapter, department and region levels, General Staff Officer (Elected), and his current position as Vice Commander-in-Chief. ★



SVCINC LTC Michael A. Okin, MD, USAR (Ret), who replaced VCINC CDR Hartman as a VCINC, graduated from Washington & Lee University in 1976 with a BS in Biology. He then joined the Army via the Health Professions Scholarship Program through which he attended the University of Virginia (UVA) School of Medicine graduating with his MD in 1980. His internship and residency in Family Medicine was at Dwight David Eisenhower Army Medical Center, Fort Gordon, GA, graduating in 1983. He transferred to Fort Bragg, NC, where he was a residency staff member at Womack Army Community Hospital and a Clinical Instructor, Family Medicine, at the University of North Carolina (Chapel Hill) where he completed a Fellowship in Family Medicine in 1985. While at Fort Bragg, he deployed to Grenada. In 1987, he transferred to the Army Reserve and moved to Lynchburg, VA, serving as the Associate Director, Lynchburg Family Medicine Residency Program, and as a Clinical Associate Professor in Family Medicine, UVA. In 1991, he was recalled to active duty during the Gulf War and deployed with the 475th MASH, 332nd Medical Brigade. In 1995, he went into private practice with Central Virginia Family Physicians (CVFP). In 1997, he retired from the Army Reserve and in 2015 retired from the active practice of Family Medicine. He currently works part-time as the Director, CVFP

Laboratory and Diagnostic Services. He joined MOWW's Virginia Piedmont Chapter in 2006 and has served as its commander, an EXCOM member, the Vice Chair of the Education & Training Committee, and a member of the Strategic Planning Committee. ★

EXECUTIVE LEADER BIOGRAPHIES



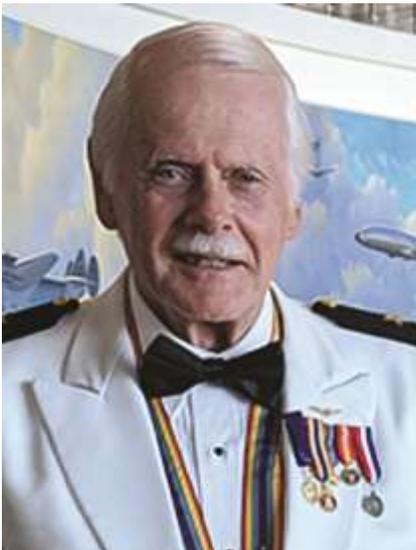
VCINC BG Perez graduate from the University of Puerto Rico (BS, Business Administration, magna cum laude) as a Distinguished ROTC Cadet. He also holds a MS (Administration Science) from Central Michigan University. He graduated from the Airborne School, the Quartermaster Officer Basic Course; Inter-American Defense College (Fort McNair) and the Joint Task Force Commander Course (Northern Command). His last duty assignment was Director, Joint Staff (Joint Force HQ, PRARNG) and Contingency Commander (PRARNG). He previously served as the Deputy Chief of Staff for Logistics, PRARNG. His awards and decorations include the Meritorious Service Medal (3-BOL), Army Commendation Medal (1-BOL), Army Achievement Medal (1-BOL), Army Reserve Components Achievement Medal and the Puerto Rico National Guard Commendation Medal. He wears the Parachutist Badge and the Adjutant General Staff Identification Badge. Prior MOWW positions held include duty as the Commander, Puerto Rico Chapter (PR). ★



VCINC Maj Robert J. Williams, USAF (Ret), was commissioned by the United States Air Force in 1969. He wears the Master Aircraft Maintenance-Munitions Badge and has served as an aircraft maintenance officer at Ellsworth AFB, U-Tapao Airfield, Offutt AFB, Chanute AFB; RAF Mildenhall and Minot AFB. Retiring in 1988, he next spent 24 years with FlightSafety International as an Instructional Developer and Project Specialist, retiring again in 2014. As a Companion, he was the Fort Worth Chapter Junior Vice, Senior Vice and Chapter Commander. He was also the Chair, Scouting Committee, a General Staff Officer, an appointed EXCOM member, and the Adjutant/Treasurer and Commander, Region VIII. He is a recipient of MOWW's Gold and Silver Patrick Henry Medals, Outstanding Service Medal, Outreach Service Medal, Membership Medal with bronze hourglass, James E. Baird National Scouting Award, MOWW-BSA Community Service Award, and several National Citations. ★



VCINC CPT Paula R. Mitchell, Ed. D, USAAR (Fmr), holds a BSN (Graceland University), an MSN (University of Texas-Austin) and an Ed.D. in Educational Administration (New Mexico State University). She served in the Army Student Nurse Program and the Army Nurse Corps from 1971–1978, and she had tours at Fort Leonard Wood, Fort Bragg, William Beaumont Army Medical Center, and the 121st Evacuation Hospital, Army Support Command (ASCOM), Korea. She was the Volunteer Coordinator, West Texas Medical Reserve Corps (2006–2014), and Chair, El Paso Voluntary Organizations Active in Disasters (VOAD), from 2013–2015. Inducted into the El Paso Commission for Women’s Hall of Fame, she received the Texas Society of Allied Health Professions (TSAHP) Distinguished Service Award and the National Institute of Staff & Organization Development (NISOD) Excellence Award. She was the Commander, MOWW’s El Paso Chapter from 2012–2016 and the Commander, Department of the Rio Grande (2012–15). She was Junior Vice Commander, Region XIII (2015–2016), and is a recipient of MOWW’s Silver Patrick Henry, Outstanding Service Award, and National Citation. ★



VCINC LT John McConnel, USNR (Fmr), holds a BS in Business Management (Davis and Elkins College). He is a Vietnam era veteran, serving on two US Navy aircraft carriers in the Pacific with Carrier Airborne Early Warning Squadron 11 (VAW-11), stationed at Naval Air Station (NAS) North Island, San Diego, CA. He also served as a Naval Aviation Observer, Naval Flight Officer-Radar Air Controller, and Anti-Submarine Warfare Officer aboard the USS Yorktown (CVS 10) and USS Bennington (CVS 20) from 1961-1964, with Detachments Tango and Quebec, respectively. During his business career, he was an executive for two major oil companies (Gulf Oil Corporation and Union Oil Company of California), and Gulf Research & Development Company. While with Union Oil Company of California, he was a Mass Marketing Manager, among other positions. His community service includes being a SCORE Mentor for 15 years, fostering vibrant small business communities through mentoring and education. He also served in several chapter roles, including as the Commander, Puget Sound Chapter, from 2016-2018.



IPCINC LTC Charles S. Chamberlin, USA (Ret), is a 1960 Texas A&M Distinguished Military Graduate, receiving a BS degree in Industrial Engineering. He also holds a Master of Business Administration degree (Fairleigh Dickinson University). His 20 years of US Army service included: 101st Abn Div; 10th SFG (Abn) (Co Cmdr); 5th SFG (Abn) (Vietnam); Career Course Distinguished Graduate; USMA Tactical Off; USAFA Army Exchange Officer; MACV J-6 (Vietnam); 9th Inf Div (Battalion XO); Army C&GS College; NMCC JCS (Pentagon), Emergency Action Officer; 2nd Inf Div (Battalion Cmdr) and The Defense Communications Agency as Implementation Branch Chief. He wears the Combat Infantryman Badge, Ranger Tab, Master Jump Wings, German, and Vietnamese Jump Wings, and the JCS Badge. After his 1981 Army retirement, he was a telecommunications executive for 28 years (14 years as a corporate vice president). He joined MOWW in 2004, serving as the Dallas Chapter's Junior Vice Commander and Chapter Commander, and as the Region VIII Commander. He was the Chair, Council of Area Commanders, and served on the EXCOM. He is an Outstanding Service Award, and Silver and Gold Patrick Henry Medal recipient. ★



Brig Gen Arthur B. Morrill III, USAF (Ret), is MOWW, Inc.'s Chief of Staff and Chief Operating Officer. He is also the Commander, BG Bultman Chapter (At Large) and Adjutant-Treasurer of the Northern Virginia Chapter (Region IV). General Morrill enlisted in the Air Force in 1972 and was a certified strategic nuclear missile command and control specialist (Minuteman II/III), was later commissioned in 1976, was later commissioned in 1976 as an aircraft maintenance officer and retired in 2010 as senior logistician. He held command, line, and staff positions in aircraft maintenance and munitions, supply, logistics, plans, programming, and international affairs at squadron, wing, center, joint task force, major command, and Air Staff levels (SAC, USAFE, MAC, ACC, PACAF, PACOM, AFMC, HQ USAF) and in the joint arena (HQ DLA). Key assignments: DLA Vice Director; HQ AFMC/A4; HQ PACAF/A4; JTF 519/J4; HQ USAF Director of Logistics Resources, Director of Propulsion (OC-ALC; Aircraft System Program Director (OC-ALC) for the VC-25A (Air Force One) and the E-4B (NAOC). He is a recipient of the USAF Distinguished Service Medal, Legion of Merit (1-BOLC), Master Aircraft-Munitions Maintenance Badge, Basic Command & Control Badge, and Headquarters Air Force Badge, Germany's

Das Abzeichen für Leistungen im Truppendienst, and other awards and decorations. He holds a BS (*cum laude*, University of Providence) and an MPA (Ball State University). He is an in-residence graduate of USAF's Squadron Officer School, the Air Command & Staff College (Top Third Graduate), and the Industrial College of the Armed Forces (Distinguished Graduate). He completed competitively selected resident executive programs at Harvard University, Syracuse University, and the University of North Carolina. He holds certificates in lifecycle logistics and program management from the Defense Acquisition University. Following his retirement from the Air Force and before assuming his current position, he was a senior defense consultant with the Spectrum Group. He is a graduate of Virginia's Prince William County Citizen's Police Academy. He is a MOWW General Staff Officer *Emeritus*. He is also a recipient of MOWW's National Commander's Medal (1-BOLC), Gold Patrick Henry Medal, Silver Patrick Henry Medal, Outstanding Service Medal, Outreach Service Medal, and the Order's Perpetual Member Medal. He was a leading recruiter every year since he joined MOWW and was thrice MOWW's Top Recruiter of the Year. ★

It has been my honor to serve as the 90th Commander-In-Chief of the Order.

In August 2020 I set forth my Commander's Intent for planning and conducting MOWW operations at all levels. My intent was to preserve, protect, and grow the Order in terms of membership, volunteerism, and outreach. Especially as we operated under the restrictions of the COVID-19 Pandemic, it was imperative that we maintained chapter operations with some degree of normalcy and urgency, so we did not degrade Companion interest and chapter outreach capability.

How did we do? Here were the key tasks and results:

- a. **Strengthen commander relationships at all levels through regular contact via phone and telecommunications, secondarily through email and written communication.** We were moderately successful here, utilizing especially the ZOOM capability. Email continued to be a blessing and a curse. I would encourage all to continue to make that personal touch with a phone call and fully utilize digital communications.
- b. **Identify and promulgate ideas and best practices for chapter operations while operating in a virtual environment.** The Operations and Programs, and Training and Development links on the MOWW website continued to grow with great ideas and articles. Especially impressive were the two articles by GSO Col. Art Tulak on recruiting and preserving and protecting the Order. I would encourage all chapter commanders to refer to these links often and utilize the knowledge documented.
- c. **Establish a robust ZOOM and telecommunications capability that commanders at all levels can use for conducting EXCOM, Staff, Region, Chapter, and Committee business.** ZOOM was primarily used, and some media tools were used at the local level. Overall, this was an effective way to communicate remotely. As we get more proficient in using these tools, we will find better ways to exercise their features.
- d. **Identify chapters immediately that are no longer operational and take action to close the chapters.** In the past 20 months we have had to close 15 chapters and 1 Cadre. The reasons are basic – an aging membership population; significant lack of recruiting, especially younger Companions; no one willing to step up and take on the leadership role to continue chapter operations. In some cases, this was failure of past oversight leadership to do something about a known, long time substandard chapter.
- e. **Identify chapters immediately that do not meet minimum standards for communication, membership, and outreach, and provide assistance in reaching a satisfactory operational level.** Looking at the telling statistics, more than half of the chapters nationwide fell into this identification category. However, only a few Tiger other Teams were established by Region Commanders to fulfill this task. The statistics and reluctance had everything to do with identification based on reduced chapter operations tempo in this closed down climate of the COVID-19 pandemic. As we begin to open up the country it is important that Region Commanders get a jump on this and make sure an effective restart happens in every chapter.
- f. **Identify, mentor, and grow future MOWW leaders who are willing and able to take on upward responsibility.** Reporting inputs by the chapters indicate this is not happening on the scale required to maintain chapter viability. *Strategic Goal 3 Mentor and Develop Companions* tasks the Order's leadership to identify and develop future leaders as the key to success of any organization. Commanders at all levels need to look at this strategic goal and internalize it as a personal commitment to succeed in this task.
- g. **Develop and implement a robust capability to advertise MOWW nationally and locally as a premier Veterans Service Organization.** The Strategic Working Group, under the excellent leadership of IPCINC

- h. Col David Gibson led this effort. This is a multiyear project and at this juncture the Committee has prepared a Statement of Work and a Request for Proposal to send to selected commercial marketing companies to see who might be interested in bidding on an advertising campaign. Stay tuned.
- i. **Recognize and reward Chapters and Companions for superior work and dedication in preserving and improving MOWW locally and nationally.** Many chapters continued to execute this important task even in a reduced operations mode. Additionally, many chapters continued their great work in recognition of ROTC/JROTC and Boy & Girl Scouts through awards and citations.
- j. **Identify areas and implement a plan to grow MOWW chapters.** The Strategic Growth Committee had the lead on this task. They worked hand-in-hand with VCINC BGen Victor Perez and Region Commander Col Charlie Conover to establish two cadres in Florida. These cadres are well on their way to being established as chapters. The lessons learned in this growth area are invaluable in re-establishing chapters in under-served parts of our nation.
- k. **National committees provide pro-active support to chapter operations through regular communications and implementation of innovative ideas for improvement of chapter capabilities.** Only a few committees met the intent of this task. As we continue to open up the country it is imperative the committees move out and fulfill their mission taskings.

On June 30, 2020, we had 5,940 living Companions; as of May 7, 2021, we had 5,700 living Companions. This was a net loss of 240 Companions, or about 4%. We fell well short of our national goal of 4% growth. This obviously had everything to do with reduced chapter operations, however 8 chapters took on this challenge and met or exceeded this tough but reachable 4% growth goal. My hats are off to those chapters for their superb effort, and it is my desire that other chapters will strive to meet the standard you have set. The IRS requires that 501(c)(19) Veterans Service Organizations (VSO), have 75% of their membership as "veterans." We currently have 74.7%. That means we need to emphasize recruiting active and former military personnel who are eligible for membership.

The Order exceeded the CINC's solicitation goal with the highest amount ever over raised of over \$134K. 6 of the 10 regions met or exceeded their 100% goal. I truly appreciate the efforts of the region commanders and every contributor's generosity.

Financially the Order remains strong. Due to our MOWW Board of Trustees, who oversee our financial investments, the PM dividend this year was very generous. This is in large part because the Trustees are astute investors and the financial markets have been positive.

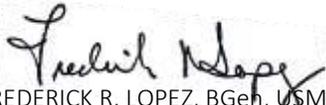
And we are having a convention! A lot of thought, research, and hard work was put into this effort. Our primary concern was the health and safety of our Companions and conference attendees.

This has been a tough year by any standard for the world; our country; our Order; and I know many of you, personally. However, we have persevered through it all and we are still standing. One of the things that came out of the global pandemic test of our will and commitment is to see who we can count on. Leaders of this Order at all levels need to use this newly gained (or maybe you already knew) knowledge to guide them as to where they need to provide support and take actionable measures to resolve the problem.

There are many people to thank for their help and support in the execution of my duties as CINC. My heartfelt thanks go to the 24 hour/7 days a week Chief of Staff, Brigadier General Art Morrill and the HQ staff who so competently attend to the day-to-day business of the Order. I was blessed to have LTC Michael Okin as the Senior VCINC and depended on him for his tireless help in working issues of the Order and for his expert medical opinion in dealing with pandemic issues. I could not have asked for a better and timelier second in command. My thanks to the VCINC's, National Executive Staff, region commanders and chapter commanders for their leadership and execution of duties in preserving the Order. And finally, my sincere thanks to all those Companions who worked voluntarily so hard in carrying.

out the precepts of our Preamble on behalf of our veterans, youth, and America, despite the numerous roadblocks placed in your way!

FOR THE GOOD OF THE ORDER

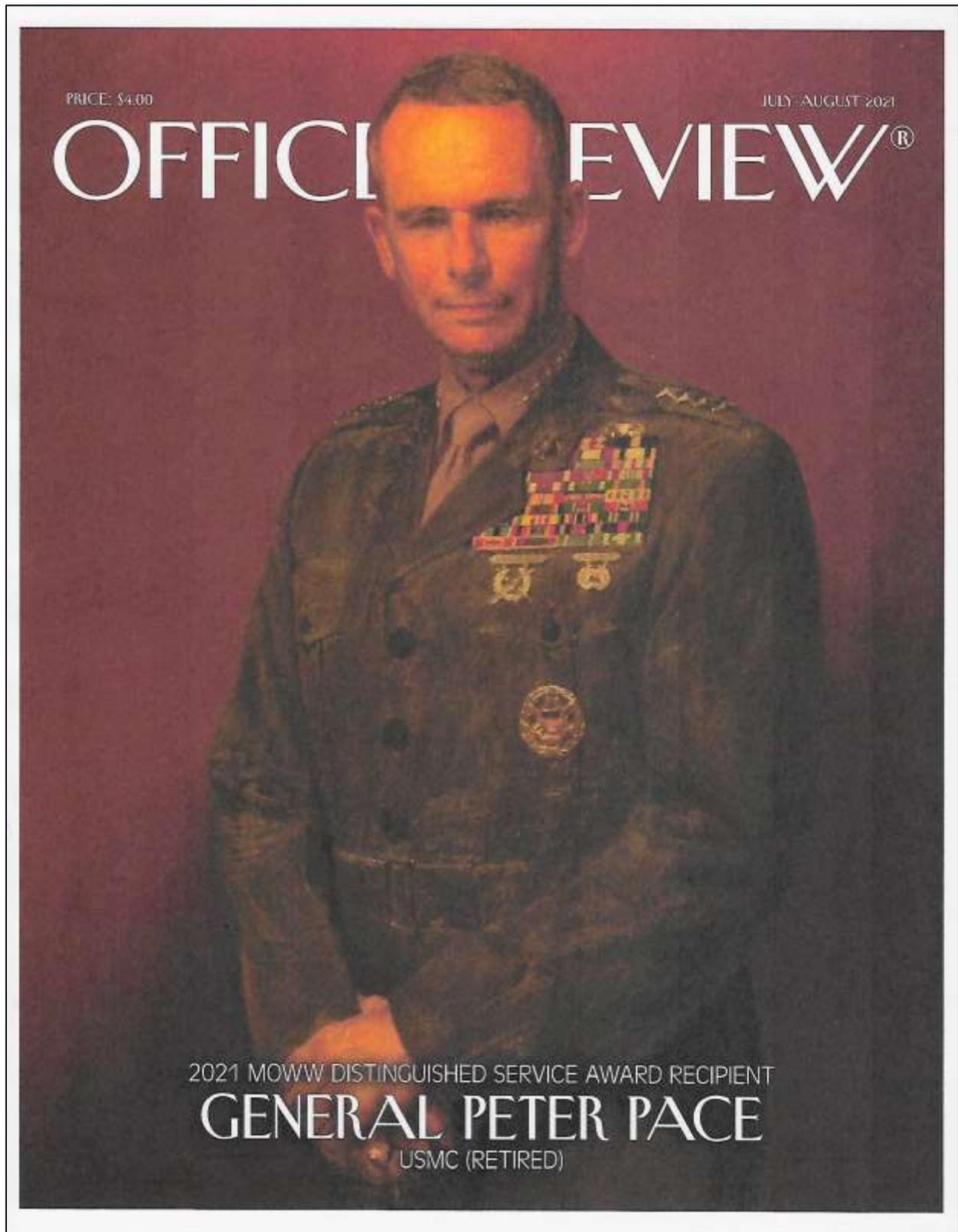


FREDERICK R. LOPEZ, BGen, USMCR (Ret)
Commander-in-Chief & CEO, MOWW, Inc.®

Enclosures:

1. OY 2020 Distinguished Service Award Recipient: Gen Peter Pace, USMC (Retired)
2. OY 2020 CINC Solicitation Donations
3. OY 2020 CINC Solicitation Donors

Enclosure 1. OY 2020 Distinguished Service Award Recipient: Gen Peter Pace, USMC (Retired)



Enclosure 1. OY 2020 Distinguished Service Award Recipient: Gen Peter Pace, USMC (Retired)

DISTINGUISHED SERVICE AWARD (DSA) RECIPIENT—OY 2021

GENERAL PETER PACE, USMC (RETIRED)

BRIG GEN ARTHUR B. MORRILL III USAF (RET)
CHIEF OF STAFF & COO, MOWW, INC. *

General Peter Pace, USMC (Retired), served as the sixteenth Chairman of the Joint Chiefs of Staff from 2005-2007. Prior to becoming Chairman, he served as Vice Chairman of the Joint Chiefs of Staff. General Pace holds the distinction of being the first Marine to have served in either of these positions. General Pace retired in 2007 after more than 40 years of active service in the United States Marine Corps.

During his distinguished career, General Pace held command at virtually every level, beginning as a Rifle Platoon Leader in Vietnam. He also served in Europe, Japan, Thailand, South Korea, and Somalia.

Born in Brooklyn, NY, and raised in Teaneck, NJ, General Pace graduated from the United States Naval Academy in 1967. He holds a Master's Degree in Administration from George Washington University, attended the Harvard University Senior Executives in National and International Security Program, and graduated from the National War College.

In June 2008, General Pace was awarded the Presidential Medal of Freedom, the highest civilian honor a United States President can bestow.

He is currently serving on the board of directors of several corporate entities involved in management consulting, private equity, and cybersecurity. He has served on the President's Intelligence Advisory Board, the Secretary of Defense's Defense Policy Board, and the Senior Advisory Group for the Director of National Intelligence.

He has also served as an adjunct faculty member and visiting professor for the Kelly School of Business



(Indiana University), Fordham University (NY), and Georgetown University (DC). The General enjoys participating in numerous professional military education programs, and makes time to address every class of Marine second lieutenants at The Basic School.

General Pace and his wife, Lynne, are associated with a number of charities focused on supporting the troops and their families, including the Marine Corps Law Enforcement Foundation, the President George W. Bush Institute's Military Service Initiative, the Fisher House Foundation, and Our Military Kids.

[Source: US Naval Institute]

Commands:

- Chairman of the Joint Chiefs of Staff
- Vice Chairman of the Joint Chiefs of Staff
- US Southern Command
- Marine Forces Atlantic
- 2nd Battalion, 1st Marines

Wars/Battles:

- Vietnam War
- Operation Restore Hope

Awards:

- Defense Distinguished Service Medal (4)
- Navy Distinguished Service Medal
- Army Distinguished Service Medal
- Air Force Distinguished Service Medal
- Coast Guard Distinguished Service Medal
- Defense Superior Service Medal
- Legion of Merit
- Bronze Star Medal (Valor)
- Defense Meritorious Service Medal

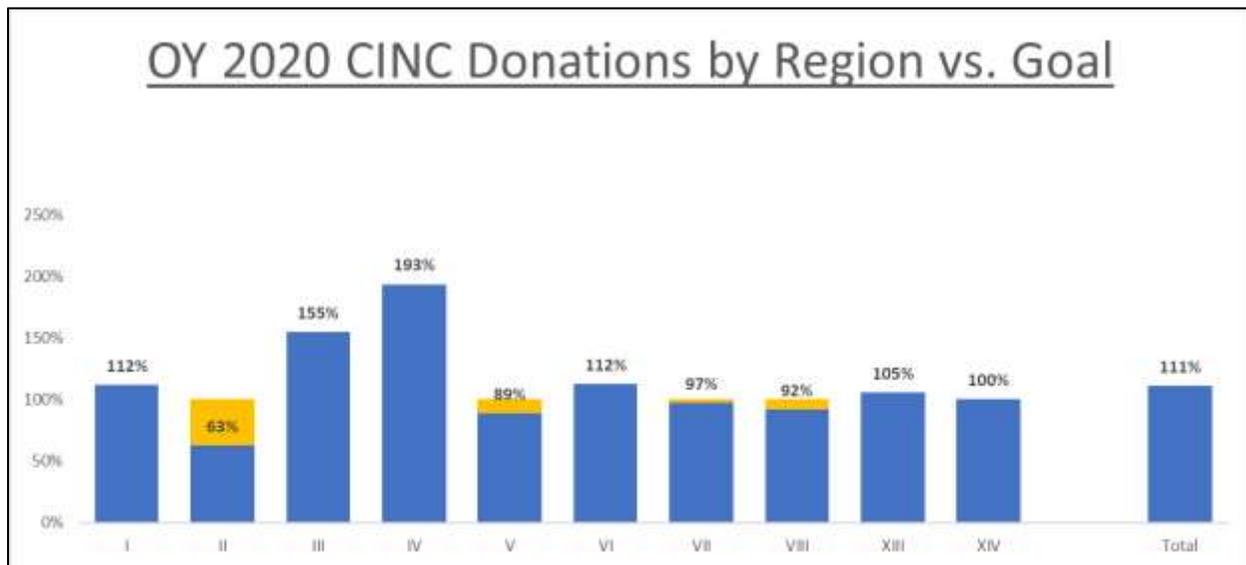
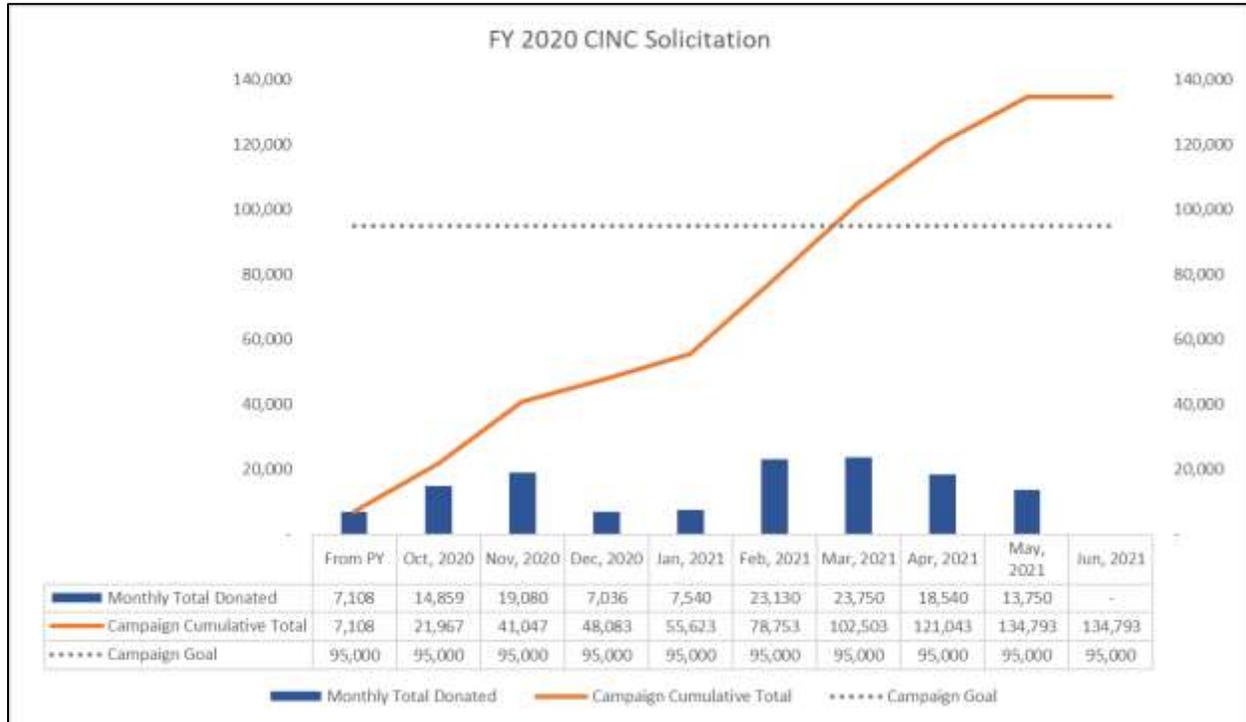
[Source: Wikipedia]



Enclosure 2. OY 2020 CINC Solicitation Donations

OY 2018 (1 JUL 18 – 31 MAY 19) CINC SOLICITATION DONATIONS

TOTAL DONATED: \$134,873



	Data by Region										Total
	I	II	III	IV	V	VI	VII	VIII	XIII	XIV	
Goal (\$):	4,953	6,775	5,682	11,231	9,194	8,581	6,543	16,118	10,187	15,737	95,000
Donated (\$):	5,530	4,245	8,790	21,731	8,150	9,640	6,345	14,750	10,730	15,725	105,637

Please note: Regional Goals & Totals do not include At Large Donations

OY 2020 (1 JUL 20 – 31 MAY 21) CINC SOLICITATION DONORS

Every Companion's donation—from the smallest to the largest—is appreciated and put to beneficial use supporting the mission of The Military Order of the World Wars

DONATION LEVEL: \$5,001 and above

BG Bultman Chapter

DONATION LEVEL: \$1-5,000

Joseph III, Anthony B. Capt
Mitchell, Ed.D., Paula R. CPT
Morrill III, Arthur B. Brig Gen
Rapp, William K. LTC
Kegelmeyer, Joni C. Ms.
Sawyer, David R. LTC
McCaffrey, Barry R. GEN
Vowinkel, Russell C. CAPT
Peters, Oren L. LTC
David, Robert P. CPT

DONATION LEVEL: \$500-999

McGehee, Jr., Edward H. LTC
Negrón, Ramon A. LTC
Merrilees, G. Robert RADM
Pede, James T. Maj
Hamilton, Ruth L. LTC
Hunter, Jr., James G. LCDR
Hoidahl, Jr., Robert I. COL
Brown, Reginald LTC
Hollywood, John H. LTC
Rice, Bert L. COL
Northern Virginia Chapter
Cox, Jr., Howard E. CPT
Squatriglia, Jr., Robert W. 1LT
Maj Gen Wade Chapter
McElroy, Suzanne E. LTC
Cunningham, H. Scott Col
Najera, Arthur Capt
Shirley, Lois G. LTC
Clark, Vernon E. ADM
Hampton Road Chapter
Methered, James R. COL
Williams, Robert J. Maj
Le Grande, Montez T. Ms.
Gibson, David B. Col
Wilgen, Michael C. LTC
Le Grande, Jr., Clay C. COL
Roderick, Douglas A. Col
Lansford, Willis T. Mr.

DONATION LEVEL: \$250-499

Non-Member
Nadolski, William F. Col

Murphy, James L. Maj
Blaes, Jeanne J. COL
Berendt, Michael D. LTC
Voigt, Karl E. LTC
Sanders, Cameron H. CPT
Applewhite, Joseph C. LT
Darcy, Richard E. LTC
Lopez, Frederick R. BGen
Watts III, Claudius E. Lt Gen
Mallin, Robert E. CPT (Dr.)
Buterbaugh, James H. Capt
Okin, MD, Michael A. LTC
Okin, Deborah Anne Fletcher Mrs.
Lee, Lawrence E. Lt Col
Bennett, Jr., Charles W. Mr.
De Chant, Joseph M. LTC
Schlegel, Jr., Robert F. COL
Marm, Walter J. COL
Conley, Gary S. MAJ
Lee, William C. COL
Dorman III, Edward F. MG
Menser, Kent D. COL
Consaul, H. Parker CAPT
Preetorius, C. Dale COL
Moran, Jr., William M. Lt Col
Wexler, Edward I. Col
Wilson, Samuel F. LTC
Daniels, Charles D. LT
Sender, Donald A. CW3
Hollywood, Joanne S. Ms.
Thompson, Ralph A. COL
South, Arthur R. COL
Clifford, Thomas E. Maj Gen
Kirkland, Ronald E. CDR
Jones, Thomas L. Capt
Wandke, Richard D. LTC
Wheaton, Jerrold L. Col
Keating, Richard P. LTC
Wyrick, Donald M. Lt Col
Harris, Bonnie L. Ms.
Longer, Donald K. Lt Col
Brady, Cheryl D. LTC
sun-city center Chapter
Prater, Jerry M. 1LT
Merrilees, Beverly D. Ms.
Hughes, Lannie R. MAJ
Johnson, Wayman J. LTC
Zellers, Robert H. Maj
Carroll, Jo R. Lt Col

Lewis, Ralph D. CDR
Dombeck, Deborah A. CAPT
Goldberg, Sheldon A. Lt Col
Fedor, William P. Col
Rios Davila, Jose LTC
Leiden, Terry P. CPT
Hand, Montgomery S. Lt Col
Jackson, Jon H. LT

DONATION LEVEL: \$100-249

Elmer, Ruth B. Ms.
May, Gerald M. Col
Gaines, Loree B. MAJ
Webb, Gerald E. COL
Christo, Dennis V. LTC
Najera, Pedro COL
Stolze, Patrick C. LTC
Posgate, Jr., James C. Col
Roberts, Jr., James T. COL
Anderson, James R. Lt Col
Vogel, George E. LCDR
Reese, Robert L. COL
Hirsch, Edward H. COL
Hill Country Chapter
Mason, Charlann P. Ms.
Wagner, Michael J. Lt Col
Miranda, Mario C. CAPT
Lengyel, Joseph L. Gen
Johnson, Rosa M. Ms.
Dewey, Edward J. COL
Roehl, Lorraine A. LTC
Thu N. B. Stubbs
Pierson, Jeffrey L. BG
Diodene, Jeanelle B. Ms.
Engen, Gary O. LTC
Honore, Russel L. LTG
Sokolov, Jason A. 2LT
Flannery, D. Nick COL
Herzog, Lawrence A. LTC
Newman, Jr., Francisco B. LTC
Hilliard, Ruth A. Ms.
Knotts, Jerry E. Col
Pund III, Harry C. Col
Walker, George J. L. LTC
Bell, Jr., Ph.D., Raymond E. BG
Tuomey, Michael S. COL
Marques, James T. LTC
Fay, Laura J. LT
Williams, E. Royce CAPT

Longman, Bruce I. Capt
 Muntz, David C. COL
 Hipp, Gerald T. COL
 Perez, Victor S. BG
 Bellisario, Peter C. Brig Gen
 Young III, David G. Brig Gen
 Hemphill, John A. MG
 Bustle, Jr., Larry E. Col
 Widner, Patrick L. LTC
 Dickinson, James E. COL
 Stoltenberg, Kristian J. COL
 Ritchie, Coy D. LCDR
 Greer, Edward MG
 Parodi, Jose A. COL
 Dunlap, David L. Lt Col
 Seppala, Earl E. COL
 Jaehnig, Stewart H. Maj
 See, Harold F. Mr.
 Spencer, Stephen S. CPT
 Chamberlin, Jr., Charles S. LTC
 Christo, Dorothy M. Ms.
 Bingaman, Mark C. LTC
 Mason, David V. LTC
 Wetzel, Robert L. LTG
 Zurschmit, Franklin E. CWO4
 Moriarity, John L. COL
 Ramirez, Jose A. Maj
 Goodsell, Leo J. CPT
 Carroll, James L. BG
 Kirby, Jr., Warren E. COL (CH)
 Plautz, Theodore L. Maj
 Moeling, Branch R. COL
 Strukel, Jack MG
 Jones, Harry M. LTC
 Mott, David E. LTC
 Munford, Arthur G. Col (Dr.)
 Mahon, Christine F. COL
 Persechini, Fred F. LTC
 McConnel, John S. LT
 Dent, Dewitt R. MAJ
 Spencer, Carroll R. CAPT
 Gainor III, John W. LCDR
 Fowler III, Arthur B. LTC
 Stubbs, Laura D. CAPT
 Puett III, Joseph F. COL
 Simmons, Eddie J. COL
 McConnel, Susan S. Ms.
 Essex Troop, 102nd Cavalry
 Regiment
 Nicholson, John W. BG
 Golash, Roman G. COL
 Rector, John M. LTC
 Brown, Robert R. LTC
 Emmons, George D. CPT
 Kirlin III, Joseph P. COL
 Fuller, Monroe J. Col
 Kolasheski, Richard F. COL
 Bonds, Bruce A. Maj
 Edler, Anthony L. Lt Col
 Staib, Ronald K. COL
 Niemann, Patrick J. COL
 Westermeier, Carol B. Mrs.
 Applewhite, James B. Mr.
 Gerace, Norma F. Ms.
 Morrison, James A. Mr.
 Breen, James S. CPT
 Storm, Donald C. MG
 McLaughlin, Glen Capt
 Still, Gerald C. Maj Gen
 Von Leden, Jon E. Mr.
 Davis, Michael P. Col
 Roberts, Ruby D. Capt
 Herbka, Diane H. Ms.
 Johnson, Thomas C. BG
 Herbka, Nicholas S. LCDR
 McConnell, James R. Col
 Smith, George K. LTC
 Dahl, Carol J. LTC
 Troutman, Keith G. LTC
 Edgerly, Carl D. LTC
 Troutman, Anna M. Ms.
 Houston, Gerald H. CW4
 Erale, Ronald D. LTC
 George, Michael S. LTC
 Maloney, James P. MG
 Coolidge, Robert E. Col
 Collins, James M. MG
 Sprague, James B. Mr.
 Westermeier, James T. Lt Col
 Baker-Brown, Olive M. Lt Col
 Beemer, Elwyn L. COL
 Beachler, Kenneth C. CAPT
 Greiner, John T. COL
 Johnson, Daniel F. Mr.
 Stoney, Jr., H. Stanley Capt
 Chamberlin, Adele D. Mrs.
 Fitzmaurice, Jr., Edward J. Capt
 Martin, Jr., Joseph L. Col
 Whitman, John T. Maj
 Colwell, James L. Brig Gen
 Nelson, Gloria J. Ms.
 Nelson, Richard L. Lt Col
 Kerr-Minor, Deborah J. Ms.
 Ridosh, Mark L. COL
 Hofstetter, David G. LTC
 Minor, Richard E. COL
 Hanson, Danielle R. Sgt
 Miller, David A. CPT
 Henderson, Richard A. LTJG
 Carpenter, Paul E. LTC
 Dean, Jr., Ernest R. Lt Col
 Dunne, Timothy J. LTC
 Jones, Jr., Rudolph W. LTC
 Wilde, Forrest B. MAJ
 Lessey, Jr., Samuel K. Brig Gen
 Leneweaver, William A. COL
 Holtz, Gavin Q. Capt
 Simms, Rex B. LTJG
 Miles, Marshall C. MAJ
 Martin, Don W. LTC
 Przybysz, Bogumil CW3
 Troxell, Roberta M. MAJ
 Dimiero, Alan C. Col
 Wilson, Norman G. Lt Col
 Lane, Joshua E. Maj
 Gantt, Edward W. CAPT
 Lilly, Jr., Paul H. Col (Dr.)
 Johnson, Paula L. Ms.
 LTG John & Ann Ballantyne
 Rozanne Johnson from PIA
 Hambrock, Daniel L. CAPT
 Bennett & Michelle Werner
 Greenberg, JD, Harold CPT
 Hall, David M. Col
 Isban, Michael A. CAPT
 Hatchell, Ernest L. Col
 Herrick, Richard F. 1LT
 Bruce A. Nelson
 Rodnite, Ellen M. Ms.
 Dr. Raja and Bonnie Nasr
 Brown, W. Cavett COL
 Geary, Phlecia R. Lt Col
 D'Arcangelo, A. M. Col
 Stumpf, Phyllis A. Ms.
 Black, Jason C. Mr.
 Saroch, Emil CAPT
 Roberts, Calvin W. CAPT
 Chastain, Ronald S. MG
 Tindall, Wayne E. Mr.
 Stumpf, Lawrence A. Lt Col
 Morris, Jerome D. CDR
 Tonry, Albert J. MAJ
 Mault, Anthony W. LTC
 Simpson, Jr., Theron Capt
 Comulada-Walker, Bonnie N. Ms.
 Franceschini-Porrata, Mario R. Mr.
 Kunkle, Raymond L. Capt
 Dobzyniak, Allan MAJ
 Jones, Donald L. 1LT
 Meade, Richard W. MAJ
 Wallace, James B. LTC
 Kirk, Jr., Thomas H. Col
 McMahan, Stephen J. Mr.
 Mitas II, John A. CAPT
 Maupin II, W. Bryan Lt Col
 Scarpelli, Anthony J. MAJ
 Wasson, James J. BG
 Kichen, Lee F. LTC
 Yocum, MD, Harold A. COL
 Archer III, Ira F. CPT
 Steakley, David L. LTC
 Kelley, Jr., James W. CAPT
 Gerathy, Jr., A. J. Col
 McElroy, Jr., James C. MG
 Swartz, Rexford W. CW4
 Russell, Jr., Robert T. LTC
 Lisa Leggio
 Heiningner, Howard G. CDR
 Melton, William R. LtCol

Rouse, Richard F. LTC
 Ludington, Janice Ms.
 Silverthorn, Jr., Robert S. MG
 Moskowitz, Harvey W. CPT
 Rodnite, Sr., Andrew J. MAJ
 Roedema, Kemp P. Capt
 Brown, Richard M. CPT
 Baker, Elsa J. Lt Col
 Bird, William W. LTC
 Roddy, Michael A. COL
 Halloran, Jr., John J. COL
 Gambill, Brad MG
 Worley, David J. Lt Col
 Hefton, Richard R. Brig Gen
 Little, Jr., Robert D. Lt Col
 Hasbrouck, Jr., Robert W. CPT
 Smart-Homer, Edgar L. CW3
 Farinella, Paul F. LTC
 Holt, Edwin C. LT
 Ackerman, Adam D. Lt Col
 Worthington, Henry W. COL
 Roberts, Eileen M. ENS
 Haney, James H. Maj
 Swick, Robert B. Capt
 Lebidine, Paul K. BGen
 Bullock, Jr., Earl C. Lt Col
 Cobb, Ronald L. COL
 Moore, John A. COL
 Hacker, Helmut F. COL
 Lawler, Linda V. Ms.
 Pemberton, Daniel H. Brig Gen
 Mackay, John F. LTC
 Buchanan, Maurice E. COL
 Lauther, Thomas G. Col
 Kundahl, George G. MG
 Sumpter, Thomas M. 1st Lt
 Witsell, Edward L. LTC
 Ruch, Martin CDR
 Utley, Wallace R. CAPT
 Googe, Jr., James P. CAPT
 Sanchez, Ray A. CW3
 White, James R. Col
 Brothers, Chauncy P. COL
 Lewis, A. Vivian Mrs.
 Chris, Harry J. LCDR
 Blanchard, Robert Col
 Johnson, Tom COL

Jefferson, Alexander Lt Col
 Littleton, James R. LTC
 Geddings, C. Coke MAJ
 Rehrer, Raymond J. LTC
 Welch, Paul H. Capt
 Hull, Robert W. Maj
 Schaugency, Paul W. LTC
 Maclellan, Norman A. COL
 Dozier, James L. MG
 Grimm, Margaretta C. Ms.
 Pratt, Harry D. A. Lt Col
 Garza, PhD, Gonzalo 2ndLt

Kindt, Robert W. LTC
 Harley, George E. COL
 Cleland, James E. LTC
 Johnson, Leon A. Brig Gen
 Krause, Patricia A. LTC
 Stanley, William T. Col
 Kendall, Ray J. LTC
 Giesler, Gregg C. LTC
 Foust, Daniel G. COL
 Murray, D. Scott Mr.
 Taylor, James W. Col
 Chojnowski, Dennis A. LTC
 Engen, Mark C. LTC
 Ritchie, Juanita P. Ms.
 Johl, John H. LTC
 Matthews, George E. Lt Col
 Clark, Jr., Allen B. CPT
 Hanson, Philip J. COL
 Wyatt, Sandra J. Lt Col
 Vowinkel, Beverly A. Mrs.
 Hart, Robert W. COL
 Matney, Jr., Carl B. LTC
 Griffin, Gordon S. LTC
 Hollywood, John S. Mr.
 Del Toro, Francisco LTC
 Moss II, King LTC
 Rutherford, Charles R. Col
 Heathcote, James A. Col
 Widner, Donna M. Ms.
 Hayes, John M. Capt
 Byrns, William G. Col
 Seppala, Sylvia B. Ms.
 Anderson, Richard V. COL
 Leyva, Miguel A. COL
 Hughes, Jr., Harry S. COL
 Frisbie, Curtis Lynn Capt
 McElroy, Daniel J. CAPT
 Weinberg, Harry H. CAPT
 Hopkins, Bruce L. COL
 Sorem-Hughlett, Barbara K. LCDR
 Schessler, Donald R. COL
 Brown, William J. Lt Col
 Hippel, Jr., Elwood H. Col
 Elarth, Vernon A. Capt
 Fell, Gordon A. CPT
 Stephens, Donald G. COL
 Jensen, Gerald O. Col
 Warren, William C. Lt Col
 Hug, Joan T. Ms.
 Kenney, James A. CAPT
 Andersen, Charles A. COL
 Inman, Bobby R. ADM
 Masson, Maureen M. Lt Col
 Brieese, Thomas M. LTC
 Bronstein, Michael S. Col
 Wertz, Janet G. Ms.
 Elwell, Robert R. Capt
 Margolis, Sheldon L. CAPT
 Meier II, Arthur C. COL
 Merrell, Richard S. LCDR

Spencer, Robert D. LTC
 Stark, David C. LTC
 Poole, Roger C. BG
 Harrison, Richard J. Mr.
 Johnson, Richard E. CW4
 Kelley, Thomas P. COL
 Kash, Deborah A. Capt
 Moreno, Ventura J. MAJ
 Kirkland, Virginia L. Ms
 Hall, Edward A. LtCol
 Ackerman, Charity S. Ms.
 Bultman, Roger C. BG

DONATION LEVEL: \$50-99

Baumgardner, R. Edward CPT
 Harvey, Matthew E. LTC
 Scheid, Donald J. Lt Col
 O'Malie, H. David COL
 Forest, Ronald P. COL
 Longer, A. Eleanor Mrs.
 Zehnder, Alfred E. COL
 Taylor, Jr., Henry R. COL
 McGhee, Cornell T. LTC
 Carter, Charles A. LTC
 Jager, Eldon COL
 Tipton, Ancel C. Mr.
 Nielson, Caroline M. CAPT
 Myers, Wanda J. Ms.
 Walsh, Barbara M. Mrs.
 Beltran, Jesus LTC
 Holveck, Arthur J. LCDR
 Merritt, Matthew A. CDR
 Driscoll, John J. BG
 Barnes, Anne M. Maj
 Ortiz Guzman, Myrna J. LTC
 Wagner II, John H. CPT
 Smith, Judith F. Ms.
 Temple, Jr., Herbert R. LTG
 Conover, Jr., Charles R. LTC
 Meshinsky, Edward LTC
 Chan, Mee Yin Ms.
 Chan, Philip LTC
 Johnston, Mark B. MAJ
 Bailey, Pencye M. Ms.
 Barnette, Earl F. Capt
 Dwigans, Joe L. LCDR
 Bernier Negron, Sergio CPT
 Alvarez, Jose M. COL
 Peacock, Oliver L. MG
 Loo, Leslie A. SP5
 Pelose, John M. CW3
 Stolze, Joanne M. Mrs.
 Jentz, Edward M. COL
 Coll, Charles H. CPT
 Taylor, Vernon A. COL
 Harris, Jack W. LtCol
 Mann, Thomas R. COL
 Meyer, Randell S. Col
 Malone, Jr., George M. LtCol
 Malone, Susan L. Col

Garcia Passalacqua, Luis M. COL
 Nootz, Steven H. Mr.
 Snider, John W. Lt Col
 Ehringer, George D. COL
 Voices of Vets, Inc.
 Flatley III, James H. RADM
 Steirer, Jr., John M. Maj
 Fields, James L. LTC
 Watkins, Robert J. Maj
 Blacharski, Mary L. Lt Col
 Latham, Willard MG
 Shambach, Stephen A. COL
 McCarthy, Edward T. P. CDR
 Taylor, Clarence E. LTC
 Dundon, Michael J. CPT
 Shull, Walter B. Lt Col
 Farkas, Robert N. LTC
 Peter, Ingeborg M. Mr.
 Dewald, Sr., John P. 1st Lt
 Morgan, Thomas E. CAPT
 Curtin, Ellen S. Ms.
 Noble, Charles C. PO2
 Dobzyniak, Susan Ms.
 Donaldson, John C. CDR
 Wolf, Joan M. Ms.
 Emmons, Maureen A. Mrs.
 Stanzel, Thomas A. Maj
 Roach, Samuel L. Lt Col
 Crosse, James E. W. COL
 Johnson, Jr., George M. Maj Gen
 Cheney, Sr., John V. CDR
 Stewart, Patricia T. LTC
 Kok, Kenneth E. 1LT
 Mason, Jr., Jack C. Col
 Knauer, Jr., Richard J. LTC
 Kincaid, Bruce D. LCDR
 Latshaw, Richard K. COL
 Snedeker, M. R. LtCol
 Takao, Robert K. LTC
 Reiffer, Brent C. LtCol
 Nejd, William C. CWO4
 Peward D. Sarmiento
 Mansfield, Edward S. Brig Gen
 Helms, Michael R. Col
 Graham, David W. LCDR
 Robinson, Lendee M. CPT
 Guillermo, Edison A. MAJ
 Bertish, George D. LTC
 Rose, David A. LTC
 Elder, Junior F. COL
 Zindler-Wernet, Patricia J. COL
 Lukens, Jr., Reaves C. MAJ
 Moore, Ralph E. Maj
 Lahrman, Donald O. Lt Col
 Forest, Jonathan N. LTC
 Greenwald, Jr., Herbert S. LT
 Sutton, Shirley D. LTC
 Fox, Jack R. BG
 Turner, Stephen J. LTC
 Berrios-Amadeo, Luis COL

Livingston, James E. MGen
 Melendez, Segundo MAJ
 Hamon, David W. MAJ
 Wallace, John F. LTC

Chatelain, MD, John C. MAJ
 Wolkstein, Andrew I. Col
 Torres-Gonzalez, Jose A. CW3
 Moses, George L. COL
 Craig, Darlene L. Ms.
 Chasler, Charles D. LTC
 McKeough, Jr., Paul K. LTC
 Danely, Alfred J. CPT
 Richter, Kurt W. CDR
 Ariff, Linda Ms.
 Szczotka, Chester J. COL
 Collins, Jr., J. Quincy Col
 Chandler, Alvin S. LTC
 Lank, Joseph M. MG
 Fortner, Jennifer L. Ms.

St. Clair, Robert B. Col
 Watkins, Jr., Lowry R. Mr.
 Christiana Quezado
 Osorio, Daniel COL
 Bosick, James F. Maj

Ransom III, James P. CAPT
 Marshall, Patricia L. LTC
 Nova, Michael R. Maj
 Megan Maloney
 Gorham, Thomas L. Lt Col
 Connolly, George S. CAPT
 Rakowsky, Ronald J. Col
 Coleman, Jack R. LT
 Cawein, Walter G. Lt Col
 Hancock, Darrell O. Lt Col
 Randolph, Joseph B. LCDR
 Scaffidi, Ralph P. CAPT
 Todd, John R. Col
 Fox, Leo H. Col
 Mabry, Jr., Hampton J. LTC
 Schvimmer, Joseph H. COL
 Murphy, Michael W. LtCol
 Alexander, Samuel E. CPT
 Kistler, Lance S. LCDR
 McNiff, John J. COL
 Hardee, Arthur M. Lt Col
 Mas, Jorge L. LTC
 Brown, Carey W. LTC
 Poole, Edward L. LTC
 Ogilvie, Vicente C. COL
 Garrett, Jr., Ferris O. Lt Col
 Goodwine, Ethel L. Ms.
 Ozier, Robert R. CW4
 Chappell, Richard W. LTC
 Kirlin, Susann M. LTC
 Roberson, Bradley W. CDR
 Besteder, Richard C. Lt Col
 Picariello, Jeanne M. COL

Graves, Thomas C. COL
 Mannes, Richard L. CW4
 Ozier, Joy J. Ms.
 Lincourt, Jr., Laurence A. CW3
 Lofberg, Maureen S. Col
 Driscoll, MD, Charles E. Maj (Dr.)
 Reeves, Charles M. CDR
 Beck, Stanley C. Maj Gen
 Reeves, Susan R. Mrs.
 Willis, Donald R. 1LT
 Maloney, William J. CPT
 Randall, Albert M. Col
 Padgett, Robert L. LtCol
 Mayhugh, Elizabeth B. 1st Lt
 Borders, Robert M. Capt
 McGee, Charles E. Brig Gen
 Jordan, Dorothy S. Ms.
 Magenheimer, Joan E. Ms.
 Shepard, Kenneth E. Capt
 Platek, Paul A. COL
 Bailey, Paul L. Col
 Yarborough, Jr., William G. COL
 Cornett, Donald J. 1st Lt
 Silva, Ronald F. RADM
 Conover, Krista S. Ms.
 Umphrey, Fred E. COL
 Iglesias, Lesbia Y. Ms.
 White III, William C. COL
 Murphy, Bruce T. LTC (Dr.)
 Patterson, Donald B. MAJ
 Pforr, Jonathon G. CPT
 Thorsen, Terry L. Maj
 Ruiz, Ricardo COL
 Young, Chester D. MAJ
 Moss, Georgeann E. Ms.
 Bauer, George V. MG
 Sivas, Mitchell C. LTC
 Salyards, John L. Maj
 Moffatt, Jr., Harold G. Capt
 Marks, Jr., Thomas J. Lt Col
 Burns, Constance A. Ms.
 Dickinson, Harry B. LT

Benevides, John P. Maj
 Trez, Joseph W. COL
 Leo, Charles R. CDR
 McCarthy, Justin D. VADM
 Titus, David R. LTC
 Narvaez, Israel LCDR
 Burtnick, Erwin A. COL
 Griley, Victor P. Mr.
 Slone, James M. LTC
 Freeman, Jr., Vincent L. COL
 Craig, Thomas F. CPT
 McCreedy, Kenneth O. COL
 Goodwine, Jr., Clement I. MAJ
 Adams III, Benjamin F. BG
 Goggin, Kevin P. Mr.
 Hosken, Glenn R. Lt Col
 Farris, John Henry CPT

Akiyama, Frank M. COL
 McDaniel, Donald L. Maj
 Patterson, James S. Capt
 Zachgo, Kelly L. COL
 Shuler, Jr., E. G. Lt Gen
 Payne, Jr., Don H. Lt Col
 O'Brien, Timothy F. COL
 Seaman, Emil H. Capt
 Rieper, Alan G. CAPT
 Zahrobsky, Frank M. Lt Col
 Jutson, Sr., Daniel J. CPT
 Maliner, Beverly I. COL
 Innerst, Joseph P. LtCol
 Blum, Jeffrey S. Mr.
 Mayhugh, Thomas R. Lt Col
 Trujillo, Rosanne E. MAJ
 Holman, Larry D. LCDR
 Caughron, Kenneth D. Lt Col
 Ledoux, Ronald B. 1LT
 Coleman, James F. Col
 Moreau, Robert G. LTC
 Toner, Miriam A. Ms.
 Moreau, Judith A. Ms.
 Long, Charles F. COL
 Frketic, John D. COL
 Boddie, Jr., J. Timothy Brig Gen

DONATION LEVEL: \$5-49

Walker, Donald R. CDR
 Bushfield, Rose J. Ms.
 Shoemaker, R. C. Sgt
 Cyr, Jr., Henry L. Col
 Van Wyk, Garrett M. LTJG
 Petersen III, Edward A. Lt Col
 Swalm, William K. Mr.
 Whitmer, James R. Maj
 Galanski, Stanley R. Lt Col
 Fortmayer, Carroll J. Lt Col
 Amos, Henry C. RADM

McKnight, Laura J. COL
 Schley, Jr., Walter H. CW05
 Littlefield, Gary W. COL
 Szabo, Jr., Otto BG
 Muldoon, Ivy M. Ms.
 Seavey, Richard W. COL
 Randolph, Rozalynde A. MAJ
 Roe, Ronald R. Capt
 Page, Edmund C. LTC
 Massey, William J. Mr.
 Karen R. Sandacz
 Moschetti, Kayla M. 2LT
 Collins III, Charles P. LTJG
 Mackenzie, Jeffrey J. CPT
 Cassandra M. Sandacz
 Hartwein, Kenneth J. Capt
 Roger, James E. CAPT
 Hall, Thomas F. RADM
 Inman, Paul T. COL
 Carlson, Gary L. CAPT
 Bell, Robert J. CDR
 Brown, Ronald D. CW04
 Hodges, Patricia A. LTC
 Wootten, Glenn D. LTC
 Mehr, Mary J. LT
 Barton, Jr., George E. CW4
 Richardson, Daphne A. Lt Col
 Webb, Maureen Ms.
 Baird, Jerry K. Maj
 Shiflett, Cornelius H. LTC
 Hirst, Robert C. CDR
 Holbert, Dorothy S. Maj
 Brockington, John S. LTC
 Scanlan, Francis G. LTC
 Hyatt, Edwin E. 1LT
 Spaniola, Francis R. CPT
 Mehr, Thomas P. MAJ
 Beyer, Rosemarie P. Mrs.
 Gensel, Richard L. CAPT
 Bennett-Stratis, Jeanne E. Mrs.

Hershberger, Donald A. CAPT
 Williams, William M. 1LT
 Beyer, Joseph A. CDR
 Leboeuf, Brenda S. Ms.
 Hurst, John H. Capt
 Morlock, Lois M. Ms.
 Darley, Joan D. Ms.
 Webb, Paul B. LCDR
 Demallie, Glenn C. LT
 Ford, Edwin A. Lt Col
 Wiles, John W. LT
 Seehusen, Paul G. COL
 Darley, Fred W. COL
 Duquette, Ronald R. MAJ
 Willwerth, Lawrence A. COL
 Anderson, David A. LTC
 Guthmiller, Donald L. LTC
 Gray, Douglas G. CW4
 Irwin, Ruth A. COL
 Biló, William C. BG
 Murphy, Jr., Thomas J. LTC
 Willey, Paul D. Lt Col
 Tulak, Arthur N. COL
 Pinyan, Eleanor I. Ms.
 Meinshausen, Walter COL
 Bush, Carl R. CW4
 Waller, Darrell G. LTC
 McKnight, Carol J. Lt Col
 Schaefer, Frederick A. 2LT
 DeVaughan, Jr., Zed F. COL
 Vogel, William A. Col
 Darlington, Jr., Henry LT
 Bernstein, Joseph LT
 Soto, Juan A. Maj
 Nattans, Arthur J. BG
 Reilly, Jr., Charles E. 1LT
 Vaughan, Raymond A. CW04
 Larsen, Jr., Henry S. COL

SVCINC LTC OKIN | ANNUAL REPORT

GENERAL

- COVID -19 Pandemic. The COVID-19 Pandemic affected operations throughout the Order generally, and of the chapters individually nearly the entire Operational Year (OY). Chapters responded variably to the challenges posed by the pandemic and to local, state, and federal requirements. Some chapters were able to respond to their needs entirely by virtual means while others were unable to adapt and closed their operations to all activities. Some chapters were able to combine their operations into hybrid activities. Those chapters that continued some activities are in a better position to resume full operations as the COVID-19 restrictions recede. Those chapters that ceased all or most operations will have the added challenge of reinvigorating their chapters and resuming chapter activities, programs and, hence, recruitment. Although not uniform in their responses to COVID-19, chapters, and regions, in general:
 - Held virtual, hybrid or in-person meetings.
 - Issued JROTC, ROTC, BSA, GSUSA Awards virtually or by mail.
 - Maintained regular communication through newsletters and/or bulletins.
 - Invited guest speakers to virtual events.
 - Cancelled in-person YLCs and YLs.

THE GOOD OF THE ORDER

- Within Regions I, III and IV, there are several chapters that are at risk for closure and one region, Region I, which is at risk for deactivation should that region fall below the minimum requirement of five chapters. These closures and deactivations can be avoided by harnessing the concerted efforts of region and chapter commanders.
- The failure to execute a chapter's foundational responsibilities threatens its viability and sustainability within the Order and remains an ongoing systemic problem. This issue is independent from the effects of the pandemic and includes:
 - No or too few chapter meetings.
 - No or infrequent communication with chapter Companions to include regular newsletters and/or bulletins.
 - Leadership vacancies and a lack of leadership succession planning
 - Lack of recruitment with too few recruiters
 - Too few chapter members doing most of the work.

SENIOR NATIONAL OFFICER OVERSIGHT RESPONSIBILITIES

- Region I. Commander: COL Lawrence A. Willwerth, III, USA (Ret). This is COL Willwerth's first year as Region I Commander. He has maintained communications with his chapter commanders via video-teleconferencing on a regular basis. Region I is in a fragile state mainly due to several chapters failing to address the foundational aspects of maintaining viable and sustainable

chapters. While many chapter programs and activities were cancelled or curtailed during OY 2020 due to the COVID-19 Pandemic, chapters at risk for closure will need to make serious efforts at addressing foundational deficiencies in OY 2021. Region I recruited 15% of its goal. Region I reached 112% of its CINC Solicitation goal. The following data represents information obtained from the mid-term CAR and published website information.

- Worcester Chapter, MA. Commander: LTC David A. Anderson, USA (Ret).
 - ◆ SG-1 Recruiting. Recruited 0 new members vs. its SG-1 Goal of 5, achieving 0% of its goal. The chapter recruited 3 new members in OY 2019.
 - ◆ Chapter Meetings. Three, with an average attendance of 5 Companions
 - ◆ Best Practices & Initiatives. Presents multiple awards, published 3 articles in *The Officer Review*[®], but has been relatively inactive the first half of the OY.
 - ◆ Challenges. Aging; communication without apparent newsletters; Recruitment
- Greater Boston Chapter, MA. Commander: COL Raoul Henri Alcala, USA (Ret).
 - ◆ SG-1 Recruiting. Recruited 3 new members vs. its SG-1 Goal of 11, achieving 27% of its goal. The chapter recruited 7 new members in OY 2019.
 - ◆ Chapter Meetings. Eight with average attendance of 20 Companions.
 - ◆ Best Practices & Initiatives. Eight exceptional newsletters; Companion and non-Companion awards; robust virtual presence; strong support of all 6 Strategic Goals.
 - ◆ Challenges. Recruitment.
- Green Mountain VT Chapter, VT. Commander: LTC Michael J. Jarvis, USA (Ret).
 - ◆ SG-1 Recruiting. Recruited 1 new member vs. its SG-1 Goal of 1, achieving 100% of its goal. The chapter recruited 1 new member in OY 2019.
 - ◆ Chapter Meetings. Zero.
 - ◆ Best Practices & Initiatives. Conducts YLCs when no COVID-19 Pandemic.
 - ◆ Challenges. No meetings; no newsletters; aging; remote location; only 4 active members
- Cape Cod Chapter, MA. Commander: CAPT John F. Carey, USN (Ret).
 - ◆ SG-1 Recruiting. Recruited 0 new members vs. its SG-1 Goal of 1, achieving 0% of its goal. The chapter recruited 0 new members in OY 2019.
 - ◆ Chapter Meetings: Six with average attendance of 3 Companions
 - ◆ Best Practices & Initiatives. Newsletters
 - ◆ Challenges. Few active Companions; Aging; few chapter Companions; recruitment
- Granite State Chapter, NH. Commander. LTC Joseph M. De Chant, USA (Ret).
 - ◆ SG-1 Recruiting. Recruited 0 new members vs. SG-2 Goal of 2, achieving 0% of its goal. The chapter recruited 0 new members in OY 2019.
 - ◆ Chapter Meetings: Zero.
 - ◆ Best Practices & Initiatives. None
 - ◆ Challenges. Few active Companions; aging; remote location; not achieving foundational objectives to include meetings, communication (newsletters), leadership succession planning and recruitment.
- Brevet Major General Chamberlain Chapter, ME. Commander. CPT Alan D. Johnson, USA (Fmr).
 - ◆ SG-1 Recruiting. Recruited 0 new members vs. SG-1 Goal of 2, achieving 0% of its goal. The chapter recruited 0 new members in OY 2019.
 - ◆ Chapter Meetings. Four with average attendance of 6 Companions.

- ◆ Best Practices & Initiatives. Social media presence; newsletters; news releases; chapter Companion briefings; Companion & non-Companion awards
 - ◆ Challenges. Few active Companions; leadership succession; recruitment
- Narragansett Bay Chapter, RI. Commander: None.
 - ◆ SG-1 Recruiting. Recruited 0 new members vs. SG-1 Goal of 5, achieving 0% of its goal. The chapter recruited 0 new members in OY 2019.
 - ◆ Chapter Meetings: 0.
 - ◆ Best Practices & Initiatives. Awards programming.
 - ◆ Challenges. Only 1 active Companion; aging; not achieving foundational objectives to include meetings, communication (newsletters), leadership succession planning and recruitment.
- Region III. Commander: COL Loren A. Weeks, USA (Ret) replaced retiring Region III Commander, LTC Michael C. Wilgen, USA (Ret) who served well in this position for many years. Recognition of his outstanding service to the region was accomplished at the Spring Region III Conference. In this difficult recruitment year, Region III leads the Order in the percent of recruitment goal achieved at 53%. All Region III chapters have met and have produced at least one newsletter. All chapters have recruited at least one new member, and all have participated in some form of programming. Region III reached 155% of its CINC Solicitation goal. The following data represents information obtained from the mid-term CAR and published website information.
 - COL Roosevelt Chapter, NY. Commander: LTC Paul F. Farinella, USA (Ret).
 - SG-1 Recruiting. Recruited 5 new members vs. its SG-1 Goal of 1, achieving 500% of its goal. The chapter recruited 4 new members in OY 2019.
 - Chapter Meetings: two, with average attendance of 5 Companions.
 - Best Practices & Initiatives. Awards programs; newsletters.
 - Challenges. Limited meetings and attendance; limited active members; no hosting of newsletters on the website.
 - New Jersey Chapter, NJ. Commander: BG Jeffrey L. Pierson, USA (Ret).
 - SG-1 Recruiting. Recruited 2 new members vs. its SG-1 Goal of 2, achieving 100% of its goal. The chapter recruited 2 new members in OY 2019.
 - Chapter Meetings: Four, with average attendance of 5 Companions.
 - Best Practices & Initiatives. Strong awards program; performing other outreach programming; Companion awards; newsletters and news releases.
 - Challenges. Aging; limited meetings and attendance; leadership succession
 - Wilmington Chapter, DE. Commander: LTC Carlton R. Witte, USA (Ret).
 - SG-1 Recruiting. Recruited 2 new members vs. its SG-1 Goal of 3, achieving 67% of its goal. The chapter recruited 2 new members in OY 2019.
 - Chapter Meetings: Two chapter and 6 staff meetings, with average attendance of 13 Companions.

- Best Practices & Initiatives. Succession planning; Companion awards; Newsletters and news releases; Website; social media; Veteran’s activities
 - Challenges. Aging; General chapter meeting frequency
 - Philadelphia Chapter, PA. Commander: COL Joseph P. Kirlin III, USA (Ret).
 - SG-1 Recruiting. Recruited 2 new members vs. its SG-1 Goal of 21, achieving 10% of its goal. The chapter recruited 7 new members in OY 2019.
 - Chapter Meetings: Two, with average attendance of 7 Companions
 - Best Practices & Initiatives. Awards program including chapter unique honors; succession planning; strongly supports all Strategic Goals; social media; newsletters and news releases.
 - Challenges. Aging; limited member participation; needs vice chapter commander; recruitment.
 - GEN Ridgway Chapter, PA. Commander: Brig Gen Peter C. Bellisario, USAF (Ret).
 - SG-1 Recruiting. Recruited 5 new members vs. its SG-1 Goal of 3, achieving 167% of its goal. The chapter recruited 0 new members in OY 2019.
 - Chapter Meetings: Three, with average attendance of 15 Companions
 - Best Practices & Initiatives. Awards programming; newsletters and news releases, chapter website; chapter-unique honors
 - Challenges. Aging
- Region IV. Commander: CAPT Edward W. Gantt, USN (Ret) completed his first full OY as Region IV Commander following the passing of CDR John A. Baumgarten, USN (Ret). CAPT Gantt has faced leadership succession and chapter activity challenges in several chapters while other chapters have adapted well to pandemic restrictions and have continued with limited activities. At least two chapters will need to address serious foundational difficulties if they wish to become viable and sustainable. Region IV recruited 18% of its goal. Region IV reached 193% of its CINC Solicitation goal. The following data represents information obtained from the mid-term CAR and published website information.
 - Virginia Piedmont Chapter, VA. Commander: CDR C. Michael Reeves, USN (Ret).
 - SG-1 Recruiting. Recruited 2 new members vs. its SG-1 Goal of 10, achieving 20% of its goal. The chapter recruited 8 new members in OY 2019.
 - Chapter Meetings: Eight chapter and 7 staff meetings with average attendance of 30 Companions at a chapter meeting.
 - Best Practices & Initiatives. Veterans outreach; awards programming; Companion & non-Companion awards; dinner meetings with programming; camaraderie; newsletters & news releases; leadership succession; articles published in *The Officer Review*[®].
 - Challenges. Aging; recruitment

- Northern Virginia Chapter, VA. Commander: COL (Dr) S. John Whidden, USA (Ret).
 - SG-1 Recruiting. Recruited 6 new members vs. its SG-1 Goal of 4, achieving 150% of its goal. The chapter recruited 8 new members in OY 2019.
 - Chapter Meetings: Five chapter and 5 staff meetings, with average attendance of 17 Companions at a chapter meeting
 - Best Practices & Initiatives. Newsletters & news releases; ROTC and first responder programs; awards programming; Companion & non-Companion awards; articles published in *The Officer Review*[®]; social media.
 - Challenges. Companion involvement; leadership succession
- Hampton Roads Chapter, VA. Commander: Capt Daniel G. Seabolt, USAF (Ret).
 - SG-1 Recruiting. Recruited 0 new members vs. its SG-1 Goal of 5, achieving 0% of its goal. The chapter recruited 2 new members in OY 2019.
 - Chapter Meetings: Unknown, with a stated average attendance of 10
 - Best Practices & Initiatives. Unknown.
 - Challenges. Aging; Leadership succession; small number of active Companions; communication with Companions and no newsletter, but with some form of communication; communication with the chain of command; recruitment.
- Prince George's County Chapter, MD. Commander: MAJ Clement I. Goodwine, Jr., USA (Ret).
 - SG-1 Recruiting. Recruited 3 new members vs. its SG-1 Goal of 9, achieving 33% of its goal. The chapter recruited 2 new members in OY 2019.
 - Chapter Meetings: Five, with average attendance of 10 Companions.
 - Best Practices & Initiatives. Newsletters & news releases; radio publicity.
 - Challenges. Companion involvement; recruitment.
- Maj Gen Wade Chapter, DC. Commander: HPM John S. Hollywood, Ph.D.
 - SG-1 Recruiting. Recruited 1 new member vs. its SG-1 Goal of 12, achieving 8% of its goal. The chapter recruited 2 new members in OY 2019.
 - Chapter Meetings: Two.
 - Best Practices & Initiatives. Initiated newsletters, outreach programs.
 - Challenges. Companion involvement; leadership succession; meeting frequency; recruitment.
- Roanoke Chapter, VA. Commander: HPM David C. Caldwell.
 - SG-1 Recruiting. Recruited 0 new members vs. its SG-1 Goal of 3, achieving 0% of its goal. The chapter recruited 1 new member in OY 2019.

- Chapter Meetings: 0
- Best Practices & Initiatives. None
- Challenges. Aging Companions; Companion involvement; not achieving foundational objectives to include meetings, communication (newsletters), leadership succession planning and recruitment.
- Gen Meade Chapter, MD. Commander. COL Kenneth O. McCreedy, USA (Ret).
 - SG-1 Recruiting. Recruited 2 new members vs. its SG-1 Goal of 27, achieving 7% of its goal. The chapter recruited 4 new members in OY 2019.
 - Chapter Meetings: Seven chapter and 10 staff meetings, with average attendance of 12 Companions at a chapter meeting.
 - Best Practices & Initiatives. Newsletters; articles published in *The Officer Review*[®]; social media.
 - Challenges. Meeting locations; Companion involvement; recruitment.
- Richmond Chapter, VA. Commander: None
 - SG-1 Recruiting. Recruited 0 new members vs. its SG-1 Goal of 8, achieving 0% of its goal. The chapter recruited 1 new member in OY 2019.
 - Chapter Meetings: 0.
 - Best Practices & Initiatives. Possible social media, but nothing is apparent.
 - Challenges. Aging; Leadership succession; not achieving foundational objectives to include meetings, communication (newsletters), leadership succession planning and recruitment.
- Committees
 - Member: Executive Committee of the General Staff (EXCOM); Top-8; Top-4; Finance Committee; Strategic Planning Committee; Chair, GAS Pershing Chapter of the Year Working Group
 - Supervisory Oversight: Information & Publicity Committee (I&P); Tiger Team Initiative; Regions I, III, and IV
 - GAS Pershing Chapter of the Year Working Group. Chair: LTC Michael A. Okin, MD, USA, (Ret). The committee revamped this award, rewrote Appendix T (GAS Pershing Chapter of the Year Award Program), and created a new submission form to allow for a more efficient submission process. The submission form will be re-evaluated on a yearly basis to accommodate minor changes given real-time experience with the form.
 - Information & Publicity Committee. Chair: Lt Col Marlon Ruiz, USAF (Ret). The I&P Committee meets monthly, and the chair and committee members are actively engaged in meeting their stated goals. The action plans of the committee and their status include:

- Reviewing the online “MOWW News Release Guide” (Parts I & II) and informing chapter commanders of its presence on the website and its importance in accomplishing SG-4, Conducting Chapter Advertising & Publicity. Complete.
 - Providing succession to LTC Don B. Munson, USA (Ret), who served as Newsletter Coordinator for the Order and who maintained a DropBox wherein all submitted newsletters and bulletins are filed; His successor is HPM Patty Williams. Complete.
 - Creating a Corporate MOWW DropBox account to accept files from LTC Munson’s personal DropBox account and used to file future chapter newsletters and bulletins. Complete.
 - Reworking the scoresheet for the Newsletter Award. Complete.
- Tiger Team Initiative.
 - The Tiger Team Initiative evolved from being laser focused solely on recruiting to being focused on foundational principles that will make a chapter viable and sustainable. To this end Appendix S (Chapter Assessments & Tiger Team Program) was revised with a focus on chapter assessments and determining if a chapter is:
 - A. Fully functioning, viable, and sustainable.
 - B. Functioning but requires assistance to continue to be viable and sustainable.
 - C. Non-functioning and is unable to address the Order’s Strategic Plan and Strategic Goals and, thus, needs to take immediate action to address these deficiencies or initiate closure actions.
 - Region commanders’ initial responses to the revised Appendix S were mixed and their employ of Tiger Teams was, with exceptions, not accomplished. Admittedly, COVID-19 travel and meeting restrictions hampered the use of Tiger Teams, however, there was some success with Tiger Team-like interventions.
 - Region I. Region I has five chapters whose viability and sustainability are at risk (Cape Cod, Chamberlain, Green Mountain, Granite State, Narragansett Bay). Although the Region I Commander maintained communication with all chapter commanders, no Tiger Teams were employed, and, therefore, there was no movement towards viability and sustainability of any of the at-risk chapters. Once COVID-19 restrictions are lifted, active assistance will need to be provided to these chapters.
 - Region III. The GEN Ridgway Chapter did not recruit anyone in OY 2019. However, in OY 2020 the GEN Ridgway Chapter recruited 167% of its SG-1 goal, a tremendous accomplishment. Region III is the leading region in recruitment percentage of SG-1 and no chapter is a category C, non-functioning.
 - Region IV. Region IV has two chapters whose viability and sustainability are at risk (Richmond, Roanoke) and two chapters that need additional assistance in maintaining these qualities (Hampton Roads, Northern Virginia). A Tiger Team was successfully employed to the Northern Virginia Chapter to help with leadership vacancies, and a Tiger Team has had limited, but definite success in resolving leadership vacancies in the Richmond Chapter. The Roanoke Chapter

will need continued assistance to reinvigorate their chapter back to a level of viability.

OTHER DUTIES & ACCOMPLISHMENTS

- COVID-19 Medical Assessment. I authored the “Information Paper for EXCOM Decision on Holding the 2021 MOWW Convention,” dated 14 April 2021. This paper provided a current and projected medical assessment of COVID-19 impact on holding the 2021 MOWW Convention. It also provided Companion preferences obtained through a survey as well as Convention Configuration Proposals that informed the EXCOM prior to its decision on whether to hold the convention on 16 April 2021.
- The Editor-in-Chief of *The Officer Review* published my article, “Immunizations & COVID-19” in the September-October 2020 issue. The article outlined the history of vaccines and the current state of vaccine development under Operation Warp Speed. It encouraged Companions to obtain a vaccine when available to protect themselves and help to reach herd immunity.
- Gold Patrick Henry Medals (GPHM). COL Earl E. Seppala, USA (Ret), Wilmington Chapter, received a GPHM issued by then Senior Vice Commander in Chief, BGen Frederick R. Lopez, USMCR (Ret) and presented by me at the Spring Region III Conference. Second Lieutenant Jason A. Sokolov (Fmr), Greater Boston Chapter, received a GPHM from me for extraordinary service to Region I and the Greater Boston Chapter particularly with respect to the execution of SG-4, Conduct Chapter Advertising & Publicity.

CLOSING THOUGHTS

It has been my privilege to collaborate with Companions in the EXCOM, Regions I, III and IV and those of the Information & Publicity Committee. These, and all Companions, now need to refocus their energies and talents on executing the fundamentals of chapter operations and the Strategic Plan, and to do so in the spirit of excellence. Proper execution of the MOWW Strategic Goals will ensure that we will have a viable and sustainable Order into the future.

FOR THE GOOD OF THE ORDER



MICHAEL A. OKIN, MD, LTC, USA (Ret)
Vice Commander-in-Chief, MOWW

Enclosure
OY 2019 Recruiting Performance (Regions I, III and IV)

VCINC BG PEREZ | ANNUAL REPORT

This Operating Year has been one of tremendous challenges, but at the same time of many opportunities we embraced to overcome what we were facing and continue operations for the “Good of the Order.” The pandemic environment has taught about the virtual meeting scenario, social media communication and exploit the email, text, and WhatsApp technology. There is many we still need to learn, but we have and continue to evolve ensuring we remain as a viable organization for the present and future, for our youth, society, and Nation. It is an honor to serve as a companion of the Military Order of the World Order.

During past OYs I had the opportunity of visiting the Regions and Chapters. This was interrupted by travel restrictions imposed by COVID protocols. Nonetheless I continue in close communication with Region and Chapter Commanders whom I take the opportunity to express my admiration and appreciation for their leadership and commitment to service. Some of them had to overcome COVID hospitalization themselves, loss of loved ones and companions. Now, they all remained in Command, proving they will always be present regardless of adversity. To all you Commanders: “Thank you for your leadership, resiliency and service.” I truly respect you all.

Our most successful outreach programs were severely hampered by the ongoing pandemic limitations, among others: Youth (YLC / YES), ROTC, Scout and Law and Order. Although they were affected by the threat Commanders managed to keep them functional via full or hybrid virtual events. In the recent couple of months, we are now experiencing the comeback of in-person activities depending on the local government mandates. Regardless of the reality a total stop never took place, “Kudos.”

Many Chapters did extremely well under the circumstances and others need to improve. We must agree that the key is the Chapter’s leadership; they make everything possible. We are reaching out to these stronger Chapters to assist the ones in need following guidance IAW Appendix S of the Policy Manual. We as a “Team” must ensure all Regions and the Order sustain readiness required to maintain operational reliability.

Region II, V and VI has proven to remain ready. Although there are several chapters we are watching for possible closure, the good news is that we have installed two new Cadre in Region VI: The Northeast Florida Cadre commanded by CW4 David McCuiston, and the Ocala-Village Cadre commanded by COL Robert Schlegel. These two new Cadre prove it can be done, stopping the closure, leveling the curve, and moving for growth. Most chapters demonstrate disposition to ensure this Order continue its mission and prevail as an important VSO.

Our greatest challenge remains to be Membership / Recruiting (See the MOWW National Website for specific Recruiting Statistics). We must all improve. Up to date there is no Region meeting the expected objective. Losses continue to be greater than gains. We have not stopped the down slope curve. We need to recruit new members and ensure they join as a regular participating companion. *“It requires strong leadership.”* We also know aging is a reality, so we need to work this out today. The question is: How many you have recruited? The answer cannot be zero.

Looking at each Region I have oversight here are noteworthy remarks.

REGION II (Seven Departments / Five Chapters):

- Commanded by BG David Estes who remains in Command for next OY. Strong leader with vast experience about the Order and its operations.
- The Region is executing this OY National Convention. Thanks to the Detroit Chapter for its great job.
- The Chicago Chapter continues to show as one of the best in the Nation.

- No chapters are in risk of closure.
- Conducted in-person Spring Conference on May 8th, 2020. Discussion concentrated in Recruiting challenges and the Chapter Action Report (CAR) due on July 1st.
- Recruiting remains low, but we are confident will add new companions by the end of the OY.
- We are looking into the possibility of dissolving Departments not having chapters to Command.
- See Region II Commander's Report (enclosed).

REGION V (Four Department / 8 Chapters):

- Commanded by SGM Michael Culbertson who extended his tenure for next OY.
- We express to Mike our sincere condolences for the loss of his father.
- The Region Commander and I have visited all chapters in the region providing us an onsite view of where each Chapter stand.
- Augusta and Atlanta Chapters lead the Region in meeting operational expectations.
- We are looking into the possibility of dissolving Departments not having chapters to Command.
- Two chapter are identified as needing improvement. One of them in critical operability status, the Columbia Chapter. Member of the Chapter have voted not to close. We are looking into assisting them revive operations.
- The Region had a virtual Spring Conference on May 22nd. The CINC and most chapter leaders participated. Very good reporting and interaction by chapter commanders.
- Recruiting remains upmost challenge needing improvement.
- See Region V Commander's Report (enclosed).

REGION VI (Two Departments / Five Chapters / two new Cadre):

- Region VI is strongly Commanded LTC Charles Conover, who this new OY should become a VCINC.
- Major James Haney is moving to become the Region Commander. Proving that a succession plan is key to continued operations.
- The Sun City Chapter continues to rise as one of the best in the Nation. Our "*Salute*" to all the Companions of the Chapter, especially its leadership.
- Puerto Rico Chapter follows SCC as the strongest in the Region.
- Two chapters remain in the need to improve watch list; not considered in critical status.
- Recruiting as the other Regions is the challenge to overcome. Similar to previous OYs SCC carries the recruiting weight of the Region.
- See Region Commander Report enclosed.

Summarizing:

- Membership / Recruiting continues as number one subject in the intensive management list. I will be looking closely for improvement now the pandemic scenario will provide for in-person interaction.
- Will continue my Intend to strengthen the concept of a strong chapter adopting one needing assistance (Tiger Team), IAW App S of Policy Manual.
- Improve training by encouraging all leaders and companions to search and study all available information in the MOWW National website to acquire situation awareness of where we respectively stand and develop our way ahead.
- Will strongly follow-up about a Succession Plan for each Chapter and Region leadership.
- Now that COVID-19 protocol should permit travel and in-person meetings will reassume a strong visiting tempo to support and assist chapters.
- See Scout Committee report, one of our strongest outreach programs. Thanks to its Chair Col Schlegel and its members.
- This report, as last OY, recognizes that the pandemic environment limited operability in all Regions.

In closing with great respect: "Thank you all for your companionship, leadership, and service!" God Bless us ALL!

FOR THE GOOD OF THE ORDER



VICTOR S. PEREZ, BG, USA (Ret)
Vice Commander-in-Chief, MOWW

VCINC MAJ WILLIAMS | ANNUAL REPORT

General

- My oversight responsibilities include Regions VII and VIII, two committees (ROTC/JROTC and Law & Order) and one General Staff Officer (GSO), Cdr Ralph Lewis (Hill Country Chapter).
- ROTC/JROTC Committee led by CDR Alan Mandigo revised the ROTC and JROTC Certificates to include a standardized citation.
- Law & Order Committee led by MAJ James Haney actively promoted the Order's Law & Order Outreach Program thru continuous and direct contact to both the Region and Chapter Commanders.
- At the direction of the CINC, I worked with SVCINC Okin and developed a survey which collected data from the Order's membership to determine the level of support within the membership for holding either an In-person Convention, or alternatively Virtual event instead of the Convention for 2021. The results of the survey were provided to the EXCOM to assist in the decision-making process regarding the 2021 National Convention.
- The IRS 75% veteran membership requirement continues to be a problem and needs to be constantly reviewed. Region VII is currently above the 75% threshold at approximately 78% overall. Region VIII is also above the 75% threshold at approximately 78%.

Region VII

- Commander: LTC Pat Widner. Region VII currently includes six chapters. For OY 2020, Region VII conducted a Fall Conference via telecon on 9 Nov 2020. The OY 2020 Region VII in-person conference was once again cancelled because of the Covid-19 pandemic and replaced with a ZOOM meeting which was held on Monday 19 April. LTC Reginald Brown was elected as Region VII Commander for the coming year and LTC Pat Widner took over the Region's GSO position
- The Central Arkansas Chapter submitted a request to change the name of the chapter to the Col James E. Elmer Arkansas Chapter to honor longtime Companion and Past CINC Col James Elmer. The request was approved by the EXCOM. The presentation of the new charter will occur in conjunction with the chapter meeting to be held on 2 June.
- As of 13 May 2021, Region VII ONLY recruited ONLY 2 new members vs. its SG-1 Goal of 36.

	<u>SG-1 Goal</u>	<u>New Members</u>	<u>% Goal</u>
<u>REGION VII TOTAL</u>	36	2	6
▪ Col Elmer	8	1	13
▪ CPT Grevemberg	3	0	0
▪ Greater Kansas City	10	0	0
▪ LTG Middleton	7	1	14
▪ LTG Walker	3	0	0
▪ MG Wheeler	2	0	0

- The CINC-directed Tiger Team initiative was only minimally effective in Region VII. The CPT Grevemberg Chapter continues to be on the cusp of closure.
- Because of the school closures, in-person ROTC/JROTC MOWW Merit Award Medal presentations were not possible, the chapters were able to distribute their medals to the schools for presentation as they were able. Several of the High Schools/Universities conducted virtual award ceremonies with chapter representatives participating. The MG Wheeler Chapter was able to

conduct a highly successful YLC before the shutdown occurred. In-person Scouting award ceremonies have been either cancelled or postponed until later dates.

- Companions of Region VII continue their efforts supporting and accomplishing the honorable and worthy goals set forth in the MOWW Preamble and those outlined in the 2020-2025 Strategic Plan. Strategic Goal Number One (Recruiting) is our priority for this coming year. Strategic Goal Number One (Recruiting) is the region's top priority for this coming year.
- I want to thank all the members of the Region VII Staff as well as the Chapter Commanders and their Staff for all their help and assistance this past year.

Region VIII

- Commander: CAPT Deborah Dombeck. At the beginning of OY 2019/20, Region VIII consisted of 14 standard Chapters, a Region Headquarters Chapter, and a Cadre. At the request of the South-Central Kansas Cadre membership and the concurrence of the Region Commander and Supervising VCINC, the EX COMM voted to approve the closure of the Cadre. During OY 2020/21, both the Victoria Crossroads and the San Antonio Chapters were closed leaving the Region with only 12 standard chapters and the Region Headquarters Chapter at the close of OY 2021.
- As with most of the regions in the Order, due to the impact of the Covid-19 pandemic, the OY 2020 Region VIII In-person conference was cancelled, and a teleconference was held on Saturday 10 May as an alternative. CAPT Deborah Dombeck, Hill Country TX Chapter was elected Region VIII Commander for the 2020/2021 operating year. The Region VIII Spring Conference for OY 2021 will be held, in-person at Fredericksburg, TX, June 13-15.
- Both the Victoria Crossroads and the San Antonio Chapters had to be closed primarily due to long term issues involving Companion lack of willingness to support the chapters. Regarding the San Antonio Chapter, the CAPT Dombeck, Region VIII Commander had developed a plan for trying to re-start the chapter. However, restrictions imposed due to the COVID 19 pandemic along with health issues with the Companions who would assist in the plan, made it impossible to meet and try to get something started.
- During this OY, the Region VIII Commander has held two ZOOM meetings with the Region Staff and the Region's Chapter Commanders.
- For OY 2020/21, as of 13 May 2021 Region VIII only recruited 21% of its SG-1 new member recruiting goal. Only six chapters (Capt Dilworth, Col Woods, Dallas, Ft Worth, Hill Country, and Gen Eisenhower) recruited new members, none of the chapters met or exceeded their new member recruiting goal. The Fort Worth Chapter's original SG-1 goal was 3 and the chapter recruited 5; however, with the unfortunate loss of ten companions the chapter's SG-1 goal jumped to 13. Several other chapters in the region also saw their recruiting goals increase because of Companion losses due to deaths. Unfortunately, six chapters (Austin, Ft Hood, Houston, MG Critz, North Texas, and Pinson Memorial) did not recruit anyone.

	<u>SG-1 Goal</u>	<u>New Members</u>	<u>% Goal</u>
<u>REGION VIII TOTAL</u>	104	23	22
▪ Austin	4	0	0
▪ Capt Dilworth	2	1	50
▪ COL Woods	10	6	60
▪ Dallas	28	6	21
▪ Fort Hood	3	0	0
▪ Fort Worth	13	5	38
▪ Hill Country	7	4	57
▪ Houston	2	0	0
▪ MG Critz	11	0	0
▪ North Texas	7	0	0
▪ Pinson Memorial	5	0	0

▪ Gen Eisenhower 12 1 8

- Because of the school closures, in-person ROTC/JROTC MOWW Merit Award Medal presentations were not possible, the chapters were able to distribute their medals to the schools for presentation as they were able. Several of the High Schools/Universities conducted virtual award ceremonies which chapter representatives participating. The four Southwest Youth Leadership Conferences hosted by Region VIII Chapters were also cancelled due to the pandemic. In-person Scouting award ceremonies have been either cancelled or postponed until later dates. Companions of Region VIII continue their efforts supporting and accomplishing the honorable and worthy goals set forth in the MOWW Preamble and those outlined in the 2020-2025 Strategic Plan.
- The Topeka Chapter's request to rename the chapter to the General Dwight D. Eisenhower Chapter was approved by the EXCOM on 18 May.
- Strategic Goal Number One (Recruiting) is the region's top priority for this coming year.
- I want to thank all the members of the Region VIII Staff as well as the Chapter Commanders and their Staff for all their help and assistance this past year.

Closing

- It is my distinct honor and privilege to be able to recognize an outstanding Companion of the Order. I have elected to award the Gold Patrick Henry Award to LTC Patrick Widner, outgoing Region VII Commander. Since the Region VII Conference had to be conducted as a virtual meeting, I was unable to make the presentation at that time. I hope to be able to present the award to him in conjunction with the Youth Leadership Seminar being conducted by the LTG Middleton Chapter in June.
- It was a great honor to be on hand to celebrate the 100th birthday of LTC Oren Lee Peters of the Col Penn Woods Chapter (Oklahoma City). It was a privilege to be on hand to present Centenarian Oren Lee with the MOWW Centenary Certificate during the chapter meeting recognizing his dedication and service to his community, the Order, and the nation.
- With the COVID-19 pandemic impacting just about all of the Order's activities, it has been both an interesting, and also challenging year. Voting to once again have to close chapters within the Order was a very unpleasant, but necessary task. As of the writing of this report, there are yet an additional four (4) chapters which may be approved for closure before the end of this OY. If not by then, then most certainly early in the coming OY.
- We are looking forward to seeing everyone at the 100th National Convention in Michigan in August.

FOR THE GOOD OF THE ORDER



ROBERT J. WILLIAMS, Maj. USAF (Ret)
Vice Commander-in-Chief, MOWW

VCINC CPT MITCHELL | ANNUAL REPORT

It has been an honor to serve the Order again as VCINC. The 2019-2020 OY was the culmination of an exciting year with the 100th Anniversary of the Order and the National Convention in Simi Valley, California in August 2019. Little did we know what 2020 would bring with the COVID-19 Pandemic starting in March 2020. The 2020-2021 OY has continued to be unique as we have all dealt with the ongoing impact of the COVID-19 Pandemic which has affected everyone in multiple ways. Thankfully, the Order has evolved into using technology to continue to do our Chapter meetings and other activities.

PARTICIPATION IN NATIONAL ACTIVITIES

- Participated in the scheduled Top-8 and EXCOM scheduled meetings, tele-conferences, and virtual meetings during the 2019-2020 OY as well as 2020-2021. In November 2019, attended the National Veterans Day activities at Arlington National Cemetery.

COMMITTEE OVERSIGHT

- Assigned committee oversight for 2019-2020 OY included: Patriotic Education (Chair, Lt. Col. David L. Dunlap, USAF (RET)); Homeland Security (Chair, HPM John S. Hollywood) and National Security (Chair, COL Adalberto Rivera, Jr., USAF (Ret). See the reports from each of those committee chairs for details on their work accomplished in 2019-2020.
- Assigned committee oversight for 2020-2021 OY included: Patriotic Education (Chair, Lt. Col. David L. Dunlap, USAF (RET)); Homeland Security (Chair, HPM John S. Hollywood, Ph.D.); Education & Training Committee, Chair, PCINC LTC John Hollywood). Please see the reports from each of those committee chairs for details on their work accomplished in 2020-2021.
- GSO COL Christine F. Mahon, USAR (Ret) is also to be commended for her assistance in participating with the region activities through the year. See her report for more details on her activities.

REGION OVERSIGHT

My Oversight Region in both 2019-2020 and 2020-2021 was REGION XIII (CO, AZ, NM and El Paso, TX). LtCol Marlon Ruiz served as Region Commander in 2019-2020 and LTC Patrick Stolze served as Region Commander in 2020-2021. Thanks to both of you for your outstanding leadership as we confronted the Pandemic effects. Please see the Region Commanders' detailed report for Region XIII for more details on specific operations/accomplishments of the Region.

2019-2020

- A Department of Arizona meeting was held in Tucson, AZ on June 16, 2019. I attended this meeting and installed new officers at that time. Fall teleconferences were held to discuss post-convention activities and to plan for the year.
 - At the National Convention in August 2019, CINC Chamberlin announced his Tiger Team and plans were initiated to identify the Tiger Team members for each of the struggling chapters. Denver, Albuquerque, and Santa Fe were included as a Tiger Team Chapter list based upon lack of recruitment. Plans were established to work with these chapters for the 2019-2020 activities and to encourage recruitment.
 - The Mesilla Valley Chapter was approved for closure in 2019 and most members transferred to the nearest chapter, Greater El Paso Chapter during Fall 2019.
 - After many efforts to maintain both the Albuquerque Chapter and Santa Fe Chapter, both were closed in April 2020. There was no interest in current members to take on leadership roles within these two chapters or to meet. Most members transferred to the MG Miles Chapter.
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- On January 24-25, 2020, a Region XIII meeting in conjunction with the Dept. of Arizona (Arizona Dept Commander, LTC Patrick C. Stolze (USA, RET) and Col Billie L. Stephens-Apache Trails Chapter (Chapter Commander, MAJ Roseanne E. Trujillo, USA, (RET) meeting was held in the Mesa, AZ. I attended this meeting as well as CINC Chamberlin. Congratulations to the Chapter and Department for an excellent meeting.
- A Region XIII teleconference was held on 26 March 2020 in which I also participated.
- A Region XIII virtual meeting was held in June 2020 in lieu of the planned meeting in Tucson, AZ to elect offices and plan for the 2020-2021 year. I was able to present a Gold Patrick Henry to LCDR Coy Ritchie, USN (RET), Department Commander Rocky Mountains during the virtual meeting.

2020-2021

- The August 2020 National Convention was postponed due to the Pandemic, however, I participated in a virtual meeting with the Top-8.
- As we began the 2020-2021 OY, an immediate activity was to work with the region commander on chapter assessments and identification of potential Tiger Team and other chapter priorities for the year. RC Stolze and I had frequent discussions relating to these chapter assessments and resulting plan of action. See his report for the detailed summary.
- As the Pandemic continued, Region meetings moved to teleconferences and then moved to virtual meetings as we all became familiar with the technology. There was good participation by Chapter/Department Commanders in these meetings. Due to the Pandemic, most chapters delayed meetings for several months in Spring 2020 and early summer 2020, starting up again in August/September with virtual meetings or Hybrid meetings. Chapter meetings being held virtually offered the ability for participation from other chapters in the Region. It also allowed Companions who lived remotely or who had health issues to participate in Chapter meetings. This is a strength that chapters and regions should consider offering as we return to more in-person meetings. Hybrid meetings offer great flexibility for increased participation of our members.
- Chapters continued to recognize ROTC/JROTC outstanding students in May 2020 based on their ability to coordinate the school representatives. Chapters continued to recognize Eagle Scouts and Gold Awardees based on their ability to coordinate with scouting representatives.
- As the Covid-19 vaccination rate increases and the case rates decrease, it is hopeful that we can move to more traditional meetings. As such, I am planning to attend the June 19, 2021, Region XIII conference in Marana, AZ and the August 2021 National Convention in Dearborn, MI.

Thanks for the confidence you placed in me over these past years as your VCINC.

FOR THE GOOD OF THE ORDER



PAULA R. MITCHELL, CPT, Ed. D, USAR (Ret)
Vice Commander-in-Chief, MOWW

VCINC LT McCONNELL | ANNUAL REPORT

This being my first year as a member of EXCOM (Executive Committee) and seven years in MOWW, I served as oversight for GSO, CDR Ted Parsons, USN (Ret) and Region XIV Commander BGen Paul K. Lebidine, USMCR (Ret). I also served with the Strategic Growth Committee, National Security, and VA Affairs Committees as well as the General of the Armies Pershing Award Working Group.

As Companions, we are to be focused on the Preamble and earn the respect of the country we serve and those who look to us as leaders. Our support and message this year has been a struggle for some chapters, but an opportunity for others. The EXCOM had to close three chapters due to attrition of leadership. Other chapters are in need of Tiger Teams and leadership succession. I believe our focus should be on the following:

1. Create a chapter self-assessment tool for each chapter to provide leadership for its membership to give a greater focus for support.
2. Maximize the use of Zoom meeting technology to all members of chapters. This serves as an enhanced outreach toward recruiting membership as well as an excellent tool for its committees. Each chapter should hold regular in-person meetings as well as virtual meetings simultaneously.

I strongly suggest that each chapter organize a Media Committee to establish a Facebook group or a website utilizing an outsourced provider, if needed. Our communications must also be mobile friendly.

Our region has utilized quarterly PME (Professional Military Education) through the support of BGen Lebidine (Commander, Region XIV) and COL Arthur Tulak (Commander, Department of Hawaii). This served as an excellent National Security update. Many of our chapters found this an excellent recruiting tool, while other regions have shown interest in creating this as an outreach commitment. I look for this to become available nationwide.

A goal for each region should be to form one new cadre each year. Our leadership could be established through an existing membership within fifty miles of a major military complex. Both high schools and colleges supporting JROTC and ROTC would serve as YLC support. The science instructors and ROTC graduates would complement the membership well. Pockets of retired military officers who would like to serve rather than be served certainly exist as well.

“Communication instruction” for YLC events and cadet and student participation should be established. As I reviewed our Region and Tiger Team Assessments the OY 2020-2021, it appears that every YLC within the region should teach our methods of leadership that frame excellence in public speaking, i.e., the excellence in organization and delivery of the topic. I suggest using a local source of instruction as a facilitator for this. Our youth will be our future leaders.

I give my special thanks to those who supported our chapters during this difficult Operating Year as well as Region Commander BGen Lebidine, USMCR (Ret) and General Staff Officer CDR Ted Parsons, USN (Ret).

Let us all have the “take charge” attitude in support of the Order.

FOR THE GOOD OF THE ORDER


 JOHN S. McCONNELL, LT, USNR (Fmr)
 Vice Commander-in-Chief, MOWW

CHIEF OF STAFF BRIG GEN MORRILL | ANNUAL REPORT

STATE OF THE ORDER

- The state of the Order needs attention. We face challenges in volunteerism, chapter vibrancy, recruiting, outreach operations, and inclusiveness. Overcoming such challenges requires a concerted and persistent team-based effort, and often tough decisions. We will never regret the tough decisions we make; we will only regret the tough decisions we did not make. The Order's motto, "It is nobler to serve than to be served," is our NorthStar. It says we are only lifted by lifting others first, and that any greatness we achieve only comes from first helping others to be great. However, achieving these things requires rampant volunteerism. Unfortunately, volunteerism in the Order continues its long decline, which must be stopped and then reversed to strengthen the Companion Team and make all chapters vibrant and long-lived.
- We must have standards even as we are aspirational. Volunteer organizations must be inspired, led, managed, accountable, and timely to achieve their missions and measurable objectives. We must reinforce our human connections while increasing the number of those who share in the work. We should talk with each other more and trade emails less. Leadership, followership, and teamwork come from personal relationships, not electronic transactions.
- We should each lead by example while personally recruiting, mentoring, and motivating the next generation of veteran Companions. We should seek and inspire others to seek leadership and team roles. We should nimbly and permanently operate using hybrid (in-person and virtual) means. We should develop the priorities, processes, and sense of urgency needed to revitalize, sustain, and grow MOWW. Then, as we celebrate our accomplishments, we must earn our future.

FISCAL MANAGEMENT

- Annual Audit. MOWW, Inc., again earned a clean audit, i.e., an unqualified opinion, after a thorough audit done by a CPA firm specializing in nonprofit organizations. The audited financial statements are at ENCL 1. They are statements of financial position as of 31 Dec 20 and 31 Dec 19, and related statements of activities, functional expenses, and cash flows for the same. The audit included MOWW's investment portfolio. Notes to the statements are included. Auditors praised the new chart of accounts, which is an index of all financial accounts in the general ledger of the corporation providing a digestible breakdown of the financial transactions conducted during a given accounting period. The Internal Revenue Service accepted MOWW, Inc.'s annual filing.
- Fiscal Exhibits. In broad terms, HQ MOWW considers near-, mid-, and long-term fiscal performance, trends, and planning considerations. Cash-basis investment performance (e.g., realized sales, interest, investments, dividends, and realized gains and losses) is just one area of recurring interest. We also monitor cash-basis and market value investment performance in the near-, mid- and long-term via three statements that report the Order's current financial status.
- Management Initiatives. Our Online Intuit QuickBooks™ (accounting system), automated workpapers, and financial reports provided financial position status facilitating the audit. We expanded our web-based accounts payable tool (www.bill.com) to automate bill paying and further strengthen internal controls. We fielded a more capable MOWW Store website, moving from an orphaned Magento Content Management System (CMS) to a WordPress CMS with better analytics and product management tools. The core MOWW website will be upgraded in OY 2021.
- Board of Trustees. The Trustees are increasingly using the analytic capabilities of Merrill-Lynch and will be developing portfolio metrics to facilitate portfolio performance reviews during the Finance Committee's Quarterly Financial Reviews and during presentations to the EXCOM.

 OPERATIONAL PERFORMANCE

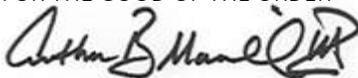
- MOWW Strategic Plan. The Strategic Plan states: *“Using MOWW’s Strategic Plan is essential to achieving outcomes vital to the Order. Success in achieving all Strategic Goals is based on using measures of performance to track progress to achieving each strategic goal as a part of recurring governance activities. At the end of each Operating Year, MOWW will publish a Strategic Goal Report Card with metrics for the Order, regions, and chapters.”* However, the MOWW Strategic Plan (2020-2025) only loosely guides the Order. The EXCOM should routinely analyze Mid-Term and End-of-Year Strategic Goal Report Cards and use them to facilitate governance.
- Chapter Operations
 - While the pandemic was a factor in reduced operations and mission accomplishment, it was not a root cause of those declines. Successfully operating during pandemics is about being resilient, flexible, and responsive in the face of challenge, as was seen in the private sector, and in some chapters and regions. Continuing less effective ways of doing things despite changed circumstances inhibits organizations from achieving operational objectives.
 - In the area of operations, some chapters ceased meeting during the Pandemic, with some not even taking advantage of an electronic means to meet, e.g., Zoom. Likewise, alternative means to execute outreach programs, such as the Northern Virginia Chapter outlined in *The Officer Review*[®], were not systemically pursued, thereby limiting chapter outreach activities.
 - As of 30 May 2021, five chapters were closed this Operating Year: the Victoria Crossroads and San Antonio Chapters (Region VIII); the Gen Vandenberg, Monterey Area, and Las Vegas Chapters (Region XIV). There are fifteen other chapters in a fragile state needing immediate and decisive chapter action to put them on a sustainable path to vibrancy.
 - Three chapters changed their names to honor revered Companions. The New Jersey chapter became the LTC Alfred H. M. Shehab Chapter. The Central Arkansas Chapter became the Col James D. Elmer Chapter. The Topeka Chapter became the GA Dwight D. Eisenhower Chapter.
 - Importantly, LTC Conover and his Region VI exhibited purposeful leadership and exceptional followership in creating two new cadres, i.e., the Northeast Florida Cadre and the Villages-Ocala Cadre. The BG Bultman Chapter donated a total of \$9,000 in MOWW Store merchandise to these two cadres and donated \$3,000 in operating cash to each chapter—to help jump start and underwrite their initial operations. When they become chapters, the BG Bultman Chapter will donate their US and (to be) chapter flags valued at a total of \$4,000. This achievement by Region VI is exactly what the MOWW Policy Manual (Chapter 4, Paragraph B. 2.) calls for from each region commander. To that end, HQ MOWW recently completed a MOWW Cadre Study recommending new cadre locations to the EXCOM.
- Membership.
 - In OY 2020, several factors continued MOWW’s 34-year membership decline. First, many chapters do not see recruiting as a priority or see it as impossible. Second, most chapters that did recruit new members recruited so few that they did not achieve their SG-1 goal, let alone recruit to at least compensate for losses. Third, some chapters said the COVID-19 Pandemic prevented them from recruiting. Contrast this view with the approach taken by the 9 standard chapters that met or exceeded their SG-1 new member recruiting goal despite the pandemic. They achieved success by self-leading themselves to success as a team. In broad terms, only 75 of 6,261 members recruited anyone YTD (ENCL 2-3). That minimal recruiting involvement will not sustain MOWW, and we still have too few veteran members (ENCL 4).

- The Order started with an MOWW Strategic Plan SG-1 goal of recruiting 240 new members to grow the Order by 4% IAW the Strategic Plan by 30 Jun 21. Year to date (as of 31 May 21), the Order recruited only 144 new members, i.e., only 60% of its initial goal. The Plan also calls for adjusting the recruiting goal based on losses experienced during each Operating Year due to resignations, lapsed memberships, and deaths, and then adjusted for 5 closed chapters (with a combined recruiting goal of 7), making the total adjusted SG-1 Recruiting Goal YTD 586. As of 31 May 21, the math problem follows: 240 initial goal minus 7 due to 5 chapters closing plus 353 losses equals 586 adjusted goal minus 144 new members recruited equals 442 new members yet to recruit to achieve the Strategic Plan’s 4% net growth requirement by 30 Jun 21. To realistically foster growth and replenish losses, the EXCOM should amend MOWW’s Strategic Plan (SG-1) to read “to grow the Order by a net 1% annually.” In addition, we also track primary memberships and multi-memberships (234)
- Unfortunately, some regions and chapters were not sufficiently flexible and able to pivot, and so they did not embrace “new” or alternative methods needed to meet and conduct business. Contrast this situation with that of Region III. COL Weeks (Commander, Region III) displayed exceptional leadership in the recruiting area, motivating and guiding his region’s chapters to recruiting excellence. Region III achieved the highest percentage of SG-1 achievement at 60%, by having 4 of their 5 chapters recruit more than their SG-1 Recruiting Goal while also recruiting new Companions to cover their chapter’s losses YTD.
- Kudos also go to the following chapters for exemplifying new member recruiting excellence: Green Mountain, COL Roosevelt, LTC Shehab, Wilmington, GEN Ridgway, Northern Virginia, Santa Cruz Valley, Colorado Springs, and Gaylord-Dillingham. They showed it was possible to recruit enough new Companions in a pandemic year to achieve their SG-1 recruiting goal and replace members lost due to resignations, lapsed memberships and death.

CLOSING THOUGHTS

- We have a beautiful Order with an inspiring motto, we have wonderful Companions, and we have an amazing nation of youth and veterans to serve. We are fortunate to be Companions.
- “Bravo Zulu” to those Companions who volunteer to hold elected and appointed office, volunteer to support chapter activities, volunteer to recruit and mentor others, and volunteer to donate, and in so doing, volunteer to exemplify the Order’s motto of selfless volunteerism.
- Heartfelt kudos go to the Order’s small but gifted Headquarters Staff—Mrs. Sunny Alley, Mrs. Diana Beruff, and Mr. Justin Hiller. They are exceptional people. I also thank my beloved wife and best friend, Marian, for selflessly donating so much of our time so I could serve MOWW every day.
- It has been my privilege to be the Order’s Chief of Staff since 2010. During my tenure, the longest of any Chief, you inspired me, taught me, helped me, and even challenged me. I am in your debt.

FOR THE GOOD OF THE ORDER



ARTHUR B. MORRILL III, Brigadier General, USAF (Ret)
Chief of Staff & COO, MOWW, Inc.®

Enclosures:

1. MOWW, Inc. Audited Financial Statements (Year Ended 31 December 2020 and 2019)
2. Monthly Region Report (MRR), 28 May 21 (OY 2020)
3. MOWW Recruiting Performance, 31 May 2021 (OY 2020)
4. IRS Code 501(c)(19) Membership Requirements, 31 May 21 (OY 2020)

THE MILITARY ORDER OF THE WORLD WARS
AUDITED FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2020 AND 2019

GOVERNMENT & NON-PROFIT AUDIT GROUP, PLC
Certified Public Accountants
Chantilly, Virginia

THE MILITARY ORDER OF THE WORLD WARS

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Government & Non-Profit Audit Group, PLC

Certified Public Accountants

P.O. Box 220111 • Chantilly, Virginia 20153
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INDEPENDENT AUDITOR'S REPORT

To the General Staff of
The Military Order of the World Wars
Alexandria, VA

We have audited the accompanying financial statements of The Military Order of the World Wars (a not-for-profit organization), which comprise the statements of financial position as of December 31, 2020 and 2019, and the related statements of activities, functional expenses and cash flows for the years then ended and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Military Order of the World Wars as of December 31, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Government & Non-Profit Audit Group, PLC
Certified Public Accountants
Chantilly, Virginia

March 25, 2021

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Enclosure 1. MOWW Audited Financial Statements (Year Ended 31 December 2020 and 2019)

THE MILITARY ORDER OF THE WORLD WARS

STATEMENT OF FINANCIAL POSITION

December 31, 2020

	General Operating Fund	Perpetual and Memorial Fund	Operational Fund	Endowment Fund	Admiral Dyer Memorial Trust Funds	Other Funds	Total All Funds
ASSETS							
Current Assets							
Cash and cash equivalents	\$ 173,246	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173,246
Contributions receivable	5,068	-	-	-	-	-	5,068
Inventory	114,118	-	-	-	-	-	114,118
Prepaid expenses	12,250	-	-	-	-	-	12,250
Investments - current portion	-	554,119	628,837	1,618,917	8,000	10,400	2,820,273
Due to / due from other funds	(184,059)	(63,798)	(142,772)	275,130	118,383	(2,884)	-
Total Current Assets	120,623	490,321	486,065	1,894,047	126,383	7,516	3,124,955
Property and Equipment							
Land	127,423	-	-	-	-	-	127,423
Building	371,761	-	-	-	-	-	371,761
Website	18,667	-	-	-	-	-	18,667
Furniture and equipment	83,231	-	-	-	-	-	83,231
	601,082	-	-	-	-	-	601,082
Less accumulated depreciation and amortization	(393,053)	-	-	-	-	-	(393,053)
Total Property and Equipment	208,029	-	-	-	-	-	208,029
Other Assets							
Investments - net of current portion	-	8,089,764	-	-	623,340	550,326	9,263,430
Total Assets	\$ 328,652	\$ 8,580,085	\$ 486,065	\$ 1,894,047	\$ 749,723	\$ 557,842	\$ 12,596,414
LIABILITIES AND NET ASSETS							
Current Liabilities							
Accounts payable	\$ 12,802	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,802
Accrued leave	27,299	-	-	-	-	-	27,299
Dividends payable - current portion	-	365,661	-	-	-	-	365,661
Deferred grants	44,002	-	-	-	-	-	44,002
Deferred dues - current portion	-	188,458	-	-	-	-	188,458
Total Current Liabilities	84,103	554,119	-	-	-	-	638,222
Deferred dues - net of current portion	-	884,349	-	-	-	-	884,349
Total Liabilities	84,103	1,438,468	-	-	-	-	1,522,571
Net Assets							
Without donor restrictions	244,549	7,141,617	486,065	1,894,047	-	-	9,766,278
With donor restrictions by purpose	-	-	-	-	529,723	541,342	1,071,065
With donor restrictions in perpetuity	-	-	-	-	220,000	16,500	236,500
Total Net Assets	244,549	7,141,617	486,065	1,894,047	749,723	557,842	11,073,843
Total Liabilities and Net Assets	\$ 328,652	\$ 8,580,085	\$ 486,065	\$ 1,894,047	\$ 749,723	\$ 557,842	\$ 12,596,414

The accompanying notes are an integral part of these financial statements.

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Enclosure 1. MOWW Audited Financial Statements (Year Ended 31 December 2020 and 2019)

THE MILITARY ORDER OF THE WORLD WARS

STATEMENT OF FINANCIAL POSITION

December 31, 2019

	General Operating Fund	Perpetual and Memorial Fund	Operational Fund	Endowment Fund	Admiral Dyer Memorial Trust Funds	Other Funds	Total All Funds
ASSETS							
Current Assets							
Cash and cash equivalents	\$ 186,154	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 186,154
Inventory	84,499	-	-	-	-	-	84,499
Prepaid expenses	29,640	-	-	-	-	-	29,640
Investments - current portion	-	530,479	370,111	1,718,140	8,000	10,400	2,637,130
Due to / due from other funds	261,589	(283,380)	-	18,852	12,204	(9,265)	-
Total Current Assets	561,882	247,099	370,111	1,736,992	20,204	1,135	2,917,423
Property and Equipment							
Land	127,423	-	-	-	-	-	127,423
Building	371,761	-	-	-	-	-	371,761
Website	18,667	-	-	-	-	-	18,667
Furniture and equipment	100,553	-	-	-	-	-	100,553
	618,404	-	-	-	-	-	618,404
Less accumulated depreciation and amortization	(409,936)	-	-	-	-	-	(409,936)
Total Property and Equipment	208,468	-	-	-	-	-	208,468
Other Assets							
Investments - net of current portion	-	7,794,309	-	-	674,180	484,144	8,952,633
Total Assets	\$ 770,350	\$ 8,041,408	\$ 370,111	\$ 1,736,992	\$ 694,384	\$ 485,279	\$ 12,098,524
LIABILITIES AND NET ASSETS							
Current Liabilities							
Accounts payable	\$ 24,381	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,381
Accrued leave	13,887	-	-	-	-	-	13,887
Dividends payable - current portion	-	346,466	-	-	-	-	346,466
Deferred grants	19,382	-	-	-	-	-	19,382
Deferred dues - current portion	-	184,013	-	-	-	-	184,013
Total Current Liabilities	57,650	530,479	-	-	-	-	588,129
Dividends payable - net of current portion	-	50,261	-	-	-	-	50,261
Deferred dues - net of current portion	-	1,032,803	-	-	-	-	1,032,803
Total Liabilities	57,650	1,613,543	-	-	-	-	1,671,193
Net Assets							
Without donor restrictions	712,700	6,427,865	370,111	1,736,992	-	-	9,247,668
With donor restrictions by purpose	-	-	-	-	474,384	468,779	943,163
With donor restrictions in perpetuity	-	-	-	-	220,000	16,500	236,500
Total Net Assets	712,700	6,427,865	370,111	1,736,992	694,384	485,279	10,427,331
Total Liabilities and Net Assets	\$ 770,350	\$ 8,041,408	\$ 370,111	\$ 1,736,992	\$ 694,384	\$ 485,279	\$ 12,098,524

The accompanying notes are an integral part of these financial statements.

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THE MILITARY ORDER OF THE WORLD WARS

**STATEMENT OF ACTIVITIES
For the Year Ended December 31, 2020**

	Without Donor Restrictions	With Donor Restrictions - by Purpose	With Donor Restrictions - in Perpetuity	Total
Revenues and Support				
Interest and dividends	\$ 778,808	\$ 120,213	\$ -	\$ 899,021
Contributions	155,584	-	-	155,584
Merchandise sales	56,844	-	-	56,844
Membership dues	24,840	-	-	24,840
Other	1,931	-	-	1,931
Net assets released from restrictions:				
Authorized expenditures and fees	8,000	(8,000)	-	-
Total Revenues and Support	<u>1,026,007</u>	<u>112,213</u>	<u>-</u>	<u>1,138,220</u>
Expenses				
Program expenses	862,584	-	-	862,584
Management and general expenses	135,674	-	-	135,674
Fundraising expenses	20,676	-	-	20,676
Total Expenses	<u>1,018,934</u>	<u>-</u>	<u>-</u>	<u>1,018,934</u>
Change in net assets before unrealized and realized gain/(loss) on investments and Perpetual and Memorial Fund contributions				
	7,073	112,213	-	119,286
Unrealized gain on investments	286,118	22,497	-	308,615
Realized gain/(loss) on sales of investments	36,961	(6,808)	-	30,153
Perpetual and Memorial Fund contributions	188,458	-	-	188,458
Change in Net Assets	518,610	127,902	-	646,512
Net Assets at Beginning of Year	<u>9,247,668</u>	<u>943,163</u>	<u>236,500</u>	<u>10,427,331</u>
Net Assets at End of Year	<u>\$9,766,278</u>	<u>\$1,071,065</u>	<u>\$ 236,500</u>	<u>\$ 11,073,843</u>

The accompanying notes are an integral part of these financial statements.

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THE MILITARY ORDER OF THE WORLD WARS

**STATEMENT OF ACTIVITIES
For the Year Ended December 31, 2019**

	Without Donor Restrictions	With Donor Restrictions - by Purpose	With Donor Restrictions - in Perpetuity	Total
Revenues and Support				
Interest and dividends	\$ 795,064	\$ 88,292	\$ -	\$ 883,356
Contributions	126,480	-	-	126,480
Merchandise sales	85,142	-	-	85,142
Membership dues	28,400	-	-	28,400
Other	2,794	-	-	2,794
Net assets released from restrictions:				
Authorized expenditures and fees	23,838	(23,838)	-	-
Total Revenues and Support	1,061,718	64,454	-	1,126,172
Expenses				
Program expenses	871,565	-	-	871,565
Management and general expenses	106,454	-	-	106,454
Fundraising expenses	17,746	-	-	17,746
Total Expenses	995,765	-	-	995,765
Change in net assets before unrealized and realized gain/(loss) on investments and Perpetual and Memorial Fund contributions				
	65,953	64,454	-	130,407
Unrealized gain on investments	1,769,889	247,707	-	2,017,596
Realized gain/(loss) on sales of investments	(58,001)	1,305	-	(56,696)
Perpetual and Memorial Fund contributions	184,013	-	-	184,013
Change in Net Assets	1,961,854	313,466	-	2,275,320
Net Assets at Beginning of Year	7,285,814	629,697	236,500	8,152,011
Net Assets at End of Year	\$ 9,247,668	\$ 943,163	\$ 236,500	\$ 10,427,331

The accompanying notes are an integral part of these financial statements.

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Enclosure 1. MOWW Audited Financial Statements (Year Ended 31 December 2020 and 2019)

THE MILITARY ORDER OF THE WORLD WARS
STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended December 31, 2020

	Program Activities			Supporting Activities			Total Expenses
	Membership	Store	Event	Program Subtotal	Management and General	Fundraising	
Expenses							
Chapter PM dividend distribution	\$ 303,587	\$ -	\$ -	\$ 303,587	\$ -	\$ -	\$ -
Salaries, payroll taxes, and benefits	91,430	53,613	68,127	213,170	30,621	2,253	32,874
Program consultants	102,897	-	-	102,897	-	-	-
Professional fees	263	-	-	263	75,291	-	75,291
Headquarters office expense	16,391	31,928	5,465	53,784	7,462	1,136	8,598
Cost of merchandise sold	-	52,730	-	52,730	-	-	-
Information technology	12,343	13,396	4,115	29,854	5,619	855	6,474
Facility cost	16,697	4,660	5,567	26,924	7,600	1,157	8,757
Travel	24,544	-	-	24,544	2,569	-	2,569
Depreciation	7,576	2,114	2,526	12,216	3,448	525	3,973
Awards and support to chapters	7,191	-	5,100	12,291	-	2,550	2,550
Convention expense	3,395	2,624	5,806	11,825	-	-	-
Solicitation	-	-	-	-	-	11,734	11,734
Postage	9,252	449	536	10,237	732	111	843
Insurance	5,123	1,430	1,709	8,262	2,332	355	2,687
Total Expenses	\$ 600,689	\$162,944	\$ 98,951	\$ 862,584	\$ 135,674	\$ 20,676	\$ 1,56,350
							\$1,018,934

The accompanying notes are an integral part of these financial statements.

THE MILITARY ORDER OF THE WORLD WARS
STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended December 31, 2019

	Program Activities				Supporting Activities			Total Expenses
	Membership	Store	Event	Program Subtotal	Management and General	Fundraising	Supporting Subtotal	
Expenses								
Chapter PM dividend distribution	\$ 296,204	\$ -	\$ -	\$ 296,204	\$ -	\$ -	\$ -	\$ 296,204
Salaries, payroll taxes, and benefits	93,251	47,223	65,711	206,185	10,157	2,063	12,220	218,405
Program consultants	111,146	-	-	111,146	-	-	-	111,146
Professional fees	1,025	-	-	1,025	77,345	-	77,345	78,370
Cost of merchandise sold	-	62,221	-	62,221	-	-	-	62,221
Travel	32,310	-	12,099	45,009	74	-	74	45,083
Facility cost	16,200	3,738	7,336	27,274	5,582	950	6,532	33,806
Information technology	11,406	12,557	5,165	29,128	3,930	669	4,599	33,727
Convention expense	6,534	-	20,176	26,710	-	-	-	26,710
Headquarters office expense	12,379	2,856	5,605	20,840	4,266	726	4,992	25,832
Awards and support to chapters	4,448	-	13,582	18,030	-	-	-	18,030
Depreciation	8,281	1,910	3,750	13,941	2,853	486	3,339	17,280
Solicitation	-	1,118	2,195	3,313	-	12,470	12,470	12,470
Insurance	4,846	-	-	4,846	1,670	284	1,954	10,113
Postage	4,549	386	758	5,693	577	98	675	6,368
Total Expenses	\$ 602,579	\$ 132,009	\$ 136,977	\$ 871,565	\$ 106,454	\$ 17,746	\$ 124,200	\$ 995,765

The accompanying notes are an integral part of these financial statements.

THE MILITARY ORDER OF THE WORLD WARS

STATEMENTS OF CASH FLOWS
For the Years Ended December 31,

	2020	2019
Cash Flows from Operating Activities		
Change in net assets	\$ 646,512	\$ 2,275,320
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation	16,189	17,280
Accrued interest	(143,843)	(92,268)
Unrealized gain on investments	(308,615)	(2,017,596)
Realized (gain)/loss on sales of investments	(30,153)	56,696
Gain on sale of equipment	(1,490)	-
Changes in operating assets and liabilities:		
Increase in accounts receivable	(5,068)	-
(Increase)/Decrease in inventory	(29,619)	9,407
Decrease/(Increase) in prepaid expenses	17,390	(20,624)
Decrease in accounts payable	(11,579)	(5,194)
Increase in accrued leave	13,412	432
Increase in dividends payable	19,195	176,014
Increase in deferred grants	24,620	7,583
Increase in deferred dues	4,445	4,659
Net cash provided by operating activities	211,396	411,709
Cash Flows from Investing Activities		
Purchases of property and equipment	(15,750)	-
Purchases of investments	(998,090)	(2,394,792)
Proceeds from sale of investments	788,046	1,969,787
Proceeds from sale of equipment	1,490	-
Net cash used in investing activities	(224,304)	(425,005)
Change in cash and cash equivalents	(12,908)	(13,296)
Cash and cash equivalents, beginning of year	186,154	199,450
Cash and cash equivalents, end of year	\$ 173,246	\$ 186,154

The accompanying notes are an integral part of these financial statements.

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THE MILITARY ORDER OF THE WORLD WARS

NOTES TO FINANCIAL STATEMENTS

NOTE 1 – Organization and Summary of Accounting Policies

The Military Order of the World Wars (the "Order") is a patriotic, non-partisan organization of commissioned and warrant officers currently or formerly on active duty, or in the Reserves or National Guard, who have served honorably in the Armed Forces of the United States of America. Former officers in the Great War founded the Order in 1919. Members in good standing must personally recommend all applicants for membership. There are 78 chapters (75 standard, 2 At-Large, and 1 that is not considered a standard or an At-Large chapter) throughout the country with current membership at 18,865 (includes living and deceased perpetual members). The Order's primary sources of funds are from contributions, merchandise sales and investment income.

Chapters of the Order have been established based on geographical areas. The Chapters have their own legal identity, governance and tax status. Thus, the activities of the Chapters are not reflected in the financial statements of the Order.

The following is a summary of significant accounting policies followed in the preparation of these financial statements:

- (a) **Basis of Accounting** – The Order prepares its financial statements in accordance with generally accepted accounting principles, which involves the application of accrual accounting; consequently, revenues and gains are recognized when earned, and expenses and losses are recognized when incurred.
- (b) **Basis of Presentation** – The Order is required to report information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net Assets without Donor Restrictions – These net assets generally result from revenues generated by receiving contributions that have no donor restrictions, providing services, and receiving interest from operating investments, less expenses incurred in providing program related services, raising contributions, and performing administrative functions.

Support that is restricted by the donor is reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the support is recognized. All other donor restricted support is reported as an increase in net assets with donor restrictions. When a restriction expires restricted net assets are reclassified to net assets without donor restrictions.

Net Assets with Donor Restrictions – These net assets result from gifts of cash and other assets that are received with donor stipulations that limit the use of the donated assets, either temporarily or permanently, until the donor restriction expires, that is until the stipulated time restriction ends or the purpose of the restriction is accomplished, the net assets are restricted. As of December 31, 2020 and 2019 the Order had \$1,071,065 and \$943,163 in net assets with donor restrictions-purpose and time restrictions, and \$236,500 and \$236,500 in net assets with donor restrictions-perpetual in nature, respectively.

- (c) **Support and Revenue Recognition** – Contributions received and unconditional promises to give are measured at their fair values and are reported as increases in net assets without donor restrictions, or net assets with donor restrictions, depending on the existence and/or nature of any donor restrictions.

THE MILITARY ORDER OF THE WORLD WARS

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

NOTE 1 – Organization and Summary of Accounting Policies (continued)

(c) Support and Revenue Recognition (continued)

The Order reports gifts of cash and other assets as restricted revenue if they are received with donor stipulations that limit the use of the donated net assets. When a stipulated time restriction expires or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the Statement of Activities as net assets released from restrictions.

Donor restricted contributions whose restrictions are met in the same reporting period are reported as unrestricted support.

Membership dues are recognized over time as services are provided to members.

Donated goods are recorded at their estimated fair value when received. Contributions of services are recognized if the services received create or enhance nonfinancial assets or require specialized skills, are provided by individuals possessing these skills, and would typically need to be purchased if not provided by donation.

Expenses are recorded when incurred in accordance with the accrual basis of accounting. The costs of providing the program services and supporting activities of the Order have been summarized on a natural classification basis.

- (d) Cash and Cash Equivalents – The Order considers substantially all highly liquid investments with an initial maturity of three months or less when purchased to be cash equivalents.
- (e) Inventory – Inventory consists of insignias and supplies available for resale or use in future periods. Inventory is stated at the lower cost or net realizable value, using the first-in, first-out basis.
- (f) Use of Estimates – The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.
- (g) Recently Issued Accounting Standards – In May 2014, the FASB issued ASU 2014-09, *Revenue from Contracts with Customers (Topic 606)*, requiring an entity to recognize the amount of revenue to which it expects to be entitled for the transfer of promised goods or services to customers. The updated standard will replace most existing revenue recognition guidance in U.S. GAAP when it becomes effective and permits the use of either a full retrospective or retrospective with cumulative effect transition method. The Order implemented this standard in the current fiscal year with no significant effect on financial reporting.

THE MILITARY ORDER OF THE WORLD WARS

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

NOTE 1 – Organization and Summary of Accounting Policies (continued)

(g) Recently Issued Accounting Standards (continued)

In June 2018, the FASB issued Accounting Standards Update No. 2018-08, *Not-for-Profit Entities* (Topic 958), which clarifies the scope and the accounting guidance for contributions received and contributions made. Specifically, the update assists entities in determining whether a transaction should be accounted for as a contribution or an exchange transaction. If a transaction is accounted for as a contribution, guidance in Subtopic 958-605 should be followed. Additionally, the update assists entities in determining whether a contribution is conditional. The Order implemented this standard in the current fiscal year with no significant effect on financial reporting.

In 2016, the FASB issued ASU 2016-02, *Leases* (Topic 842). The guidance in this ASU supersedes the leasing guidance in Topic 840, *Leases*. Under the new guidance, lessees are required to recognize lease assets and lease liabilities on the balance sheet for all leases with terms longer than twelve months. Leases will be classified as either finance or operating, with classification affecting the pattern of expense recognition in the income statement. The new standard is effective for fiscal years beginning after December 15, 2021, including interim periods within those fiscal years. A modified retrospective transition approach is required for lessees for capital and operating leases existing at, or entered into after, the beginning of the earliest comparative period presented in the financial statements, with certain practical expedients available. The Order is currently evaluating the impact of their pending adoption of the new standard on its financial statements.

- (h) Property and Equipment – Purchased property and equipment are recorded at cost for any item in excess of \$1,000. Contributed property and equipment is recorded at its fair market value on the date of contribution. Expenditures for maintenance and repairs are charged against income as incurred; betterments, which increase the value or materially extend the life of the related assets, are capitalized.

Depreciation and amortization expense is computed using the straight-line method over the estimated useful lives of the respective assets. The estimated useful lives are:

Website	3 years
Furniture and Equipment	5 to 7 years
Building and Improvements	15 to 40 years

- (i) Investments – Investments in equity securities with readily determinable fair values and all investments in debt securities are measured at fair value in the Statement of Financial Position. Investment income or loss (including gains and losses on investments, interest and dividends) is included in net assets without donor restrictions in the Statement of Activities unless the income or loss is restricted by donor or law.
- (j) Income Taxes – The Order is a not-for-profit organization incorporated in the District of Columbia and is exempt from Federal income taxes under Section 501(c)(19) of the Internal Revenue Code. However, the Order is subject to taxes on its unrelated business activities. Such activities did not result in taxable income for the years ended December 31, 2020 and December 31, 2019.

THE MILITARY ORDER OF THE WORLD WARS

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

NOTE 1 – Organization and Summary of Accounting Policies (continued)

- (k) **Uncertain Tax Positions** – As of December 31, 2020, the Order has no uncertain tax positions that qualify for either recognition or disclosure in the financial statements. The tax years subject to examination by the taxing authorities are the years ended December 31, 2017 through 2019.
- (l) **Concentration of Credit and Market Risk** – The Order occasionally maintains deposits in excess of federally insured limits. These items are identified as a concentration of credit risk requiring disclosure, regardless of the degree of risk. The risk is managed by maintaining all deposits in high quality financial institutions. The Order has not experienced any losses on its cash accounts.
- The Order has significant investments in stocks, bonds, and mutual funds and is therefore subject to concentrations of market risk. Investments are made and monitored by the Order's Board of Trustees. Although the market value of investments is subject to fluctuations on a year-to-year basis, management believes the investment mix is prudent for the long-term welfare of the Order and its beneficiaries. See Note 2.
- (m) **Functional Presentation** – The Order's operating costs have been allocated between program, management and general, and fundraising expenses based on direct identification when possible, and allocation if a single expenditure benefits more than one program or function. Expenditures that require allocation are allocated on a personnel-cost basis.
- (n) **Contributions Receivable** – Contributions receivable are reported net of an allowance for doubtful accounts. Management periodically evaluates the receivables and determines the need for an allowance for doubtful accounts. Management considers the Order's past receivables loss experience, adverse situations that may affect the donor's ability to pay, and current economic conditions. The Order expects all receivables at December 31, 2020 and 2019 to be received within one year and no allowance has been recorded for uncollectible amounts. Bad debt expense was \$-0- for the years ended December 31, 2020 and 2019.
- (o) **Advertising Costs** – Advertising costs are expensed when incurred.

NOTE 2 – Investments

The Order applies Accounting Standards Codification (ASC) 820, Fair Value Measurements and Disclosures, which defines fair value, establishes a framework for measuring fair value, and requires certain disclosures about fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest priority to unobservable inputs (level 3 measurements). The three levels of the fair value hierarchy under FASB ASC 820-10 are described as follows:

Level 1: Quoted prices for identical assets or liabilities in active markets.

Level 2: Significant other observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data.

THE MILITARY ORDER OF THE WORLD WARS

**NOTES TO FINANCIAL STATEMENTS
(CONTINUED)**

NOTE 2 – Investments (continued)

Level 3: Significant unobservable inputs that reflect a reporting entity's own assumptions about the assumptions that market participants would use in pricing an asset or liability.

Valuation techniques used in fair value measurements need to maximize the use of observable inputs and minimize the use of unobservable inputs. A valuation method may produce a fair value measurement that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Order believes its valuation methods are appropriate and consistent with those used by other market participants, the use of different methodologies or assumptions could result in different fair value measurements at the reporting date. There have been no changes in the methodologies used during the year ended December 31, 2020.

The underlying investments in marketable securities and domestic equities are exposed to various risks, such as interest rate, market, and credit risks. Due to the level of risk associated with certain securities, and the level of uncertainty related to changes in the value of the marketable securities and domestic equities, it is at least reasonably possible that changes in risks in the near term could materially affect account balances and the amounts reported in the statement of financial position and the statement of activities.

The following table sets forth, by level, within the fair value hierarchy, amounts recorded in the Order's financial statements at fair value as of December 31, 2020:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>	
Mutual Funds	\$11,767,841	\$ -	\$ -	\$11,767,841	
Money Market	277,202	-	-	277,202	
Equities	<u>38,660</u>	<u>-</u>	<u>-</u>	<u>38,660</u>	
Total	<u>\$12,083,703</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$12,083,703</u>	
					<u>Fair Market</u>
					<u>Value</u>
					\$ 9,521,729
					1,307,565
					<u>1,254,409</u>
					<u>\$12,083,703</u>

THE MILITARY ORDER OF THE WORLD WARS

**NOTES TO FINANCIAL STATEMENTS
(CONTINUED)**

NOTE 2 – Investments (continued)

The following table sets forth, by level, within the fair value hierarchy, amounts recorded in the Order's financial statements at fair value as of December 31, 2019:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Mutual Funds	\$11,416,706	\$ -	\$ -	\$11,416,706
Money Market	123,028	-	-	123,028
Equities	<u>50,029</u>	<u>-</u>	<u>-</u>	<u>50,029</u>
Total	<u>\$11,589,763</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$11,589,763</u>

	<u>Fair Market Value</u>
Investments: Endowment—board designated	\$ 8,522,986
Investments: Non-endowment	1,877,114
Investments: Endowment—donor-restricted	<u>1,189,663</u>
Total	<u>\$11,589,763</u>

NOTE 3 – Net Assets

Net assets are classified based upon the existence or absence of donor imposed restrictions. In order to account for limitations and restrictions on the use of resources available to the organization, the financial statements are prepared in accordance with the principles of fund accounting. Under these principles, resources are classified for accounting and reporting purposes into funds established according to their nature and purpose. The purpose of each fund within the net asset groups is as follows:

Net Assets Without Donor Restrictions

Undesignated

- General Operating Fund – represents net assets that are available for support of the Order's general operations.

Board Designated

- Perpetual and Memorial Fund – represents the unrestricted contributions received, to be held as corpus, in the memory of members of the Order. The income generated from the corpus is distributed as prescribed in the Bylaws for the general use of the National Headquarters and to support the chapters of the Order. The liability for dividend distributions payable to the chapters for the years ended December 31, 2020 and December 31, 2019 were \$365,661 and \$396,727, respectively.
- Endowment Fund – represents unrestricted contributions received, to be held as corpus, with the related income generated from the corpus to be used for general operations to assist in meeting the operating budget of the National Headquarters.

THE MILITARY ORDER OF THE WORLD WARS

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

NOTE 3— Net Assets (continued)

Net Assets With Donor Restrictions-Purpose Restricted – represents earnings on Net Assets With Donor Restrictions-Perpetual in Nature that are restricted for a specific purpose and funds restricted by the donor for a specific purpose. A description of each fund within the net asset group is as follows:

- Admiral Dyer Memorial Trust Funds – represents the Dyer Magazine Fund and The Executive Committee Discretionary Fund. The Dyer Magazine Fund provides awards for excellence in writing, to members of the Order whose articles are published in the *Officer Review*.

The Executive Committee Discretionary Fund provides a perpetual trust for those purposes selected annually by the Executive Committee. The original contributions to these funds are held in perpetuity while their earnings are restricted for the purposes selected by the Executive Committee.

- Gist Blair Trust Fund – included in Other Funds. Established to fund historical endeavors of the Order. The original contribution to this fund is held in perpetuity while the earnings are restricted for the purposes described above.
- Captain Satterlee Award Fund – included in Other Funds. Established to provide awards for students in the Coast Guard Academy for excellence in the French language. The original contribution to this fund is held in perpetuity while the earnings are restricted for the purposes described above.
- Wilson B Powell TUW Residuary Fund – included in General Operating Funds. Established to provide awards for scholastic or citizenship programs in the state of New Jersey.

As of December 31, 2020 and 2019, the nature of the Order's net assets with donor restrictions-purpose restricted consists of the following:

	<u>2020</u>	<u>2019</u>
Admiral Dyer Memorial Trust Funds	\$ 529,723	\$474,384
Gist Blair Trust Fund	507,934	438,516
Captain Satterlee Award Fund	<u>33,408</u>	<u>30,263</u>
Total Net Assets with Donor Restrictions-Purpose Restricted	\$1,071,065	\$943,163

For the years ended December 31, 2020 and 2019, net assets were released from donor restrictions by incurring expenses, satisfying the purpose or time restrictions specified by donors as follows:

	<u>2020</u>	<u>2019</u>
Admiral Dyer Memorial Trust Funds	\$8,000	\$ 10,946
Gist Blair Trust Fund	-	10,000
Wilson B Powell TUW Residuary Fund	-	1,916
Captain Satterlee Award Fund	<u>-</u>	<u>976</u>
Total Released From Restriction	\$ 8,000	\$ 23,838

THE MILITARY ORDER OF THE WORLD WARS

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

NOTE 3 – Net Assets (continued)

Net Assets With Donor Restrictions-Perpetual in Nature – represents contributions to be held in perpetuity. Original contributions received for the Admiral Dyer Memorial Trust Funds, Gist Blair Trust Fund and Captain Satterlee Award Fund, as described above, represents the permanently restricted corpus of each fund.

As of December 31, 2020 and 2019, the nature of the Order's net assets with donor restrictions-Perpetual in nature consists of the following:

	<u>2020</u>	<u>2019</u>
Admiral Dyer Memorial Trust Funds	\$220,000	\$220,000
Gist Blair Trust Fund	10,000	10,000
Captain Satterlee Award Fund	<u>6,500</u>	<u>6,500</u>
Total Net Assets With Donor Restrictions-In Perpetuity	<u>\$236,500</u>	<u>\$236,500</u>

NOTE 4 – Endowment Funds

The Order's endowment consists of eight (8) individual funds established for a variety of purposes. Its endowment includes both donor-restricted funds and funds designated by the General Staff to function as endowments. As required by generally accepted accounting principles, net assets associated with endowment funds, including funds designated by the General Staff to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

The donor-restricted endowment funds are subject to the State Uniform Prudent Management of Institutional Funds Act (UPMIFA). The General Staff of the Order has interpreted the UPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Order classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the Order in a manner consistent with the standard of prudence prescribed by UPMIFA. In accordance with UPMIFA, the Order considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the various funds, (2) the purposes of the donor-restricted endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of the Order, and (7) the Order's investment policies.

THE MILITARY ORDER OF THE WORLD WARS

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

NOTE 4 – Endowment Funds (continued)

Investment Return Objectives, Risk Parameters and Strategies. The Order's investment decisions are made by a three member Board of Trustees. Based on these investment decisions and on the spending policies approved by the General Staff for endowment assets, the Order attempts to provide a predictable stream of funding to programs supported by its endowment funds while also maintaining the purchasing power of those endowment assets over the long-term. Accordingly, the investment process seeks to achieve an after-cost total real rate of return, including investment income as well as capital appreciation, which exceeds the annual distribution with acceptable levels of risk. Endowment assets are invested in a well diversified asset mix, which includes equity and debt securities, that is intended to result in a consistent inflation-protected rate of return that has sufficient liquidity to make an annual distribution to cover the authorized expenditure from each fund, while growing the funds if possible. The Order expects its endowment assets, overtime, to produce an average rate of return of approximately 7% annually. Actual returns in any given year may vary from this amount. Investment risk is measured in terms of the total endowment fund; investments assets and allocation between assets classes and strategies are managed to not expose the fund to unacceptable levels of risk.

Spending Policy. The Order has a policy for restricted endowments, of appropriating for distribution each year an amount not to exceed the prior year earnings from interest and dividends of the specific fund. In establishing this policy, the Order considered the long-term expected return on its investment assets, the nature and duration of the individual endowments funds, some of which must be maintained in perpetuity because of donor-restrictions, and the possible effects of inflation. The Order expects the current spending policy to allow its endowment funds to grow at a nominal, average rate of 4% annually. This is consistent with the Organization's objective to maintain the purchasing power of the endowment assets as well as to provide additional real growth through new gifts and investment return.

As of December 31, 2020, the endowment funds are classified as follows:

	Board Designated Endowment Net Assets without Donor Restrictions	Donor-Designated Endowment Net Assets with Donor Restrictions	Total Endowment Net Assets
Endowment net assets, beginning of the year	\$8,534,968	\$1,179,663	\$9,714,631
Contributions	188,458	-	188,458
Investment income	815,772	113,405	929,174
Net appreciation/(depreciation)	286,118	22,497	308,615
Amounts appropriated for expenditures	(303,587)	(8,000)	(311,584)
Endowment net assets, end of year	<u>\$9,521,729</u>	<u>\$1,307,565</u>	<u>\$10,829,294</u>

THE MILITARY ORDER OF THE WORLD WARS

**NOTES TO FINANCIAL STATEMENTS
(CONTINUED)**

NOTE 4 – Endowment Funds (continued)

As of December 31, 2019, the endowment funds are classified as follows:

	Board Designated Endowment Net Assets without <u>Donor Restrictions</u>	Donor-Designated Endowment Net Assets with <u>Donor Restrictions</u>	Total Endowment Net Assets
Endowment net assets, beginning of the year	\$6,901,648	\$ 864,281	\$7,765,929
Contributions	353,479	-	353,479
Investment income	736,782	89,597	826,379
Net appreciation/(depreciation)	1,769,889	247,707	2,017,596
Amounts appropriated for expenditures	<u>(1,226,830)</u>	<u>(21,922)</u>	<u>(1,248,752)</u>
Endowment net assets, end of year	<u>\$8,534,968</u>	<u>\$1,179,663</u>	<u>\$9,714,631</u>

NOTE 5 – Deferred Dues

Contributions received to record members as Perpetual and Memorial Members are deferred and recognized over 10 years, which is the estimated duration of the individual's membership. The deferred dues as of December 31, 2020, will be recognized as follows:

For the years ending December 31,

2021	\$ 188,458
2022	188,458
2023	188,458
2024	188,458
2025	188,458
Thereafter	<u>130,517</u>
Total	<u>\$1,072,807</u>

NOTE 6 – Uncertainties

On March 11, 2020, the World Health Organization declared the outbreak of a coronavirus (COVID-19) a pandemic. As a result, economic uncertainties have arisen which are likely to negatively impact the Order's operational and financial performance. The extent of COVID-19's impact on the Order's operational and financial performance will depend on certain developments, including the duration and spread of the pandemic on the Order's members, employees and vendors - all of which is uncertain and cannot be predicted.

THE MILITARY ORDER OF THE WORLD WARS

NOTES TO FINANCIAL STATEMENTS (CONCLUDED)

NOTE 7 – Liquidity and Availability of Financial Assets

The Order's financial assets available within one year of the statement of financial position date for general expenditures are as follows.

Cash and cash equivalents	\$ 173,246
Investments in the operational fund – less due to other funds	486,065
Investments in the endowment fund – plus due from other funds	<u>1,894,047</u>
	<u>\$2,553,358</u>

The Order manages its liquidity and reserves so as to operate within a prudent range of financial stability, maintain adequate liquidity to fund near-term operations, and maintain sufficient reserves to provide reasonable assurance that long-term obligations will be discharged. The Order monitors its liquidity so that it is able to meet its operating needs and other contractual commitments while maximizing the investment of any excess operating cash.

Though board-designated, the funds in the operational and endowment funds are available for expenditures relating to general operations. These resources are invested for long-term appreciation and current income but may be spent at the discretion of the Board.

Board designated perpetual and memorial fund assets, are identified each year to cover the required expenditures for dividends payable which will be due within one year of the statement of financial position date.

NOTE 8 – Evaluation of Subsequent Events

The Order has evaluated subsequent events through March 25, 2021, the date which the financial statements were available to be issued.

Enclosure 2. MOWW Monthly Region Report (MRR), 31 May 21 (OY 2020)

MONTHLY REGION REPORT (MRR) *Based on the MOWW Member Roster* | CURRENT OY 2020 YTD | 31 MAY 2021 | v.1
Key: RED = Zero recruited; YELLOW = some recruited but less than the SG-1 Goal; GREEN = Achieved SG-1 Goal; BLUE: Exceeded SG-1 Goal

REGION	MEMBERSHIP AND STATISTICS (OY 2020)				MEMBERSHIP ADMINISTRATION (YTD, Current OY 2020)				SG-1 NEW MEMBER RECRUITING GOAL (Current OY 2020)				NEW MEMBERS (YTD, Current OY 2020)				CURRENT OY 2020 STRENGTH (YTD, Current OY 2020)					
	Deceased PWs & RWs	Members Transferred In	Members Transferred Out	Total PWs & RWs	Members Transferred In	Members Transferred Out	Members Transferred In	Members Transferred Out	Starting SG-1 Goal	Adjusted Goal to Achieve	New PWs	New RWs	Total New PWs & RWs	Deceased PWs	Members Transferred In	Members Transferred Out	Total PWs & RWs	Deceased PWs	Members Transferred In	Members Transferred Out	Total PWs & RWs	
REGION V																						
CONCACAR: SGA Cultivation	19	43	18	22	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WASC: All Areas	69	47	7	50	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0
Baja California (CA)	18	16	13	50	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Arizona Area (AZ)	145	52	1	91	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
California (CA)	22	43	15	58	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Colorado (CO)	47	31	7	35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Florida (FL)	259	45	19	19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Georgia (GA)	183	112	3	119	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
REGION VI																						
CONCACAR: TIC Governor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WASC: All Areas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Florida (FL)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Georgia (GA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Illinois (IL)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Indiana (IN)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Michigan (MI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Minnesota (MN)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
North Carolina (NC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ohio (OH)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
South Carolina (SC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Virginia (VA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Washington (WA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Wisconsin (WI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Wyoming (WY)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
REGION VII																						
CONCACAR: TIC Governor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WASC: All Areas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
California (CA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Colorado (CO)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Florida (FL)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Georgia (GA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Illinois (IL)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Indiana (IN)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Michigan (MI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Minnesota (MN)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
North Carolina (NC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ohio (OH)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
South Carolina (SC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Virginia (VA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Washington (WA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Wisconsin (WI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Wyoming (WY)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
REGION VIII																						
CONCACAR: CMT Governor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WASC: All Areas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
California (CA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Colorado (CO)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Florida (FL)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Georgia (GA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Illinois (IL)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Indiana (IN)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Michigan (MI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Minnesota (MN)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
North Carolina (NC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ohio (OH)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
South Carolina (SC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Virginia (VA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Washington (WA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Wisconsin (WI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Wyoming (WY)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Enclosure 2. MOWW Monthly Region Report (MRR), 31 May 21 (OY 2020)

MONTHLY REGION REPORT (MRR) *Based on the MOWW Member Roster* | CURRENT OY 2020 YTD | 31 MAY 2021 | v.1

Key: RED = Zero recruited; YELLOW = some recruited but less than the SG-1 Goal; GREEN = Achieved SG-1 Goal; BLUE: Exceeded SG-1 Goal

REGION XIII Comcastcable LLC (NOR) CSCRC OPT (MICH)	MAXIMIZE ENG STRENGTH (BOY, Prior OY 2020)				MEMBERSHIP ADMINISTRATION (YTD, Current OY 2020)				SG-1 NEW MEMBER RECRUITING GOAL (Current OY 2020)				NEW MEMBERS (YTD, Current OY 2020)				CURRENT ENG STRENGTH (YTD, Current OY 2020)				CURRENT MEMBER LOSSER (YTD, Current OY 2020)			
	Decreased PMs & Members	PMs	MMs	Total PMs & MMs	Recruited Lapsed PMs	Members Transformed In	Members Transformed Out	Members Transformed Net	Adjusted Goal to Achieve Net BK Increase	Starting SG-1 Goal Before Recruits & Losses	New PMs	New MMs	Total New PMs & MMs	Decreased PMs	Upkeep, Reignited & Reinstated MMs	Total PM & Mm Losses	Decreased PMs & Members	PMs	MMs	Total PMs & MMs	PMs	MMs	Total PMs & MMs	
Denver CO (MID)	30	27	6	63	0	0	0	0	0	1	3	3	3	0	0	0	0	0	0	0	0	0	0	0
South Coast Valley AZ (SAC)	40	36	18	94	0	0	-1	-1	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0
North Valley AZ (SAC)	14	16	17	47	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0
Central Valley AZ (SAC)	12	12	12	36	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0
Colorado Springs CO (MID)	41	51	18	110	0	0	0	0	0	7	7	7	0	0	0	0	0	0	0	0	0	0	0	0
MS (MID)	81	88	3	172	0	0	-1	-1	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0
Phoenix AZ (MID)	81	70	7	158	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0
Canada/Mexico/AZ (MID)	145	149	1	300	0	0	0	0	0	4	4	4	0	0	0	0	0	0	0	0	0	0	0	0
Conter II Park TX (MID)	299	199	8	506	0	1	5	4	18	8	8	8	-12	-1	-13	-1	-1	-1	-1	-1	-1	-1	-1	-1
REGION XIV Comcastcable Texas Lubbock VCRC (TX) (MID)	Decreased PMs & Members	PMs	MMs	Total PMs & MMs	Recruited Lapsed PMs	Members Transformed In	Members Transformed Out	Members Transformed Net	Adjusted Goal to Achieve Net BK Increase	Starting SG-1 Goal Before Recruits & Losses	New PMs	New MMs	Total New PMs & MMs	Decreased PMs	Upkeep, Reignited & Reinstated MMs	Total PM & Mm Losses	Decreased PMs & Members	PMs	MMs	Total PMs & MMs	PMs	MMs	Total PMs & MMs	
Bayview/Dallas/Metroplex (TX) (MID)	59	22	4	85	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
LVO Wright CA (MID)	83	45	0	128	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0
Big Island CA (MID)	153	40	18	211	0	0	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0
Georg Valley CA (MID)	79	84	1	164	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Highland Valley CA (MID)	252	30	0	282	0	0	0	0	0	4	4	4	0	0	0	0	0	0	0	0	0	0	0	0
San Francisco Bay Area CA (MID)	184	20	0	204	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0
San Francisco Bay Area CA (MID)	34	64	18	116	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0
San Francisco Bay Area CA (MID)	229	224	4	457	0	0	0	0	0	18	18	18	0	0	0	0	0	0	0	0	0	0	0	0
San Diego CA (MID)	448	311	17	776	1	8	-1	7	12	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0
STANDARD CHAPTER TOTALS	Decreased PMs & Members	PMs	MMs	Total PMs & MMs	Recruited Lapsed PMs	Members Transformed In	Members Transformed Out	Members Transformed Net	Adjusted Goal to Achieve Net BK Increase	Starting SG-1 Goal Before Recruits & Losses	New PMs	New MMs	Total New PMs & MMs	Decreased PMs	Upkeep, Reignited & Reinstated MMs	Total PM & Mm Losses	Decreased PMs & Members	PMs	MMs	Total PMs & MMs	PMs	MMs	Total PMs & MMs	
STANDARD CHAPTER TOTALS	15,932	5,202	715	21,849	18	205	-392	163	388	211	83	83	166	-38	-117	-493	-38	-38	-38	-38	-38	-38	-38	
AT-LARGE CHAPTER TOTAL	Decreased PMs & Members	PMs	MMs	Total PMs & MMs	Recruited Lapsed PMs	Members Transformed In	Members Transformed Out	Members Transformed Net	Adjusted Goal to Achieve Net BK Increase	Starting SG-1 Goal Before Recruits & Losses	New PMs	New MMs	Total New PMs & MMs	Decreased PMs	Upkeep, Reignited & Reinstated MMs	Total PM & Mm Losses	Decreased PMs & Members	PMs	MMs	Total PMs & MMs	PMs	MMs	Total PMs & MMs	
AT-LARGE CHAPTER TOTAL	1,428	817	38	2,283	1	43	-6	36	0	0	0	0	-27	-3	-30	-3	-3	-3	-3	-3	-3	-3	-3	
AT-LARGE CHAPTER TOTAL	203	130	0	333	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
MOWW, INC., TOTAL	Decreased PMs & Members	PMs	MMs	Total PMs & MMs	Recruited Lapsed PMs	Members Transformed In	Members Transformed Out	Members Transformed Net	Adjusted Goal to Achieve Net BK Increase	Starting SG-1 Goal Before Recruits & Losses	New PMs	New MMs	Total New PMs & MMs	Decreased PMs	Upkeep, Reignited & Reinstated MMs	Total PM & Mm Losses	Decreased PMs & Members	PMs	MMs	Total PMs & MMs	PMs	MMs	Total PMs & MMs	
MOWW, INC., TOTAL	37,111	5,249	779	43,139	17	198	-208	48	241	233	83	83	166	-242	-119	-361	-242	-242	-242	-242	-242	-242	-242	
MOWW Members/PMs MOWW Companions	31,858	5,088	774	37,720	13	188	-208	48	233	233	83	83	166	-228	-104	-332	-228	-228	-228	-228	-228	-228	-228	

MOWW Region XIII member & Standard Chapter roster as of MRR OY 2020





MOWW | CINC BGen Lopez

REGION	OY 2019 END STRENGTH (EOY)	OY 2020 END STRENGTH (VTD)	OY 2020 MEMBER LOSSES (Resigned, Lateral, Discharges)	OY 2020 NET TRANSFERS In/Out (Not Counted)	OY 2020 SG-1 GOAL (Net % Increase over OY 2019)	OY 2020 NEW MEMBERS	OY 2020 % SG-1 GOAL ACHIEVED
Region I	306	298	14	1	27	4	15%
Region II	624	405	29	-3	46	8	17%
Region III	345	347	16	-2	30	18	60%
Region IV	735	674	49	-30	79	14	18%
Region V	575	551	27	-6	50	6	12%
Region VI	519	526	35	16	57	23	40%
Region VII	409	395	20	2	36	2	6%
Region VIII	1,001	948	71	59	108	26	24%
Region XIII	629	613	39	4	64	18	28%
Region XIV	957	946	53	52	89	25	28%
MOWW	5,940	5,703	353	93	586	144	25%

OY 2020 MOWW Recruiting Performance

Region I | Commander: COL Willwerth

CHAPTER	OY 2019 END STRENGTH (EOY)	OY 2020 END STRENGTH (YTD)	OY 2020 MEMBER LOSSES (Resigned, Lapsed, Deceased)	OY 2020 NET TRANSFERS IN/OUT (Net Count)	OY 2020 SG-1 GOAL (Net % Increase over OY 2019)	OY 2020 NEW MEMBERS	OY 2020 % SG-1 GOAL ACHIEVED
Cape Cod (\$)	15	15	0	0	1	0	0%
Granite State (\$)	12	11	1	0	2	0	0%
Green Mountain (\$)	27	28	0	0	1	1	100%
MG (Bvt) Chamberlain (\$)	45	45	0	0	2	0	0%
Narragansett Bay (\$)	30	27	4	0	5	0	0%
Worcester (\$)	37	33	4	0	5	0	0%
Greater Boston (L)	140	139	5	1	11	3	27%
REGION I	306	298	14	1	27	4	15%

OY 2020 MOWW RECRUITING PERFORMANCE

Region II | Commander: BG Estes

CHAPTER	OY 2019 END STRENGTH (EOY)	OY 2020 END STRENGTH (VTD)	OY 2020 MEMBER LOSSES (Resigns, Losses, Disasters)	OY 2020 NET TRANSFERS IN/OUT (Not Counted)	OY 2020 SG-1 GOAL (Net % Increase Over OY 2019)	OY 2020 NEW MEMBERS	OY 2020 % SG-1 GOAL ACHIEVED
Detroit (M)	63	58	5	0	8	0	0%
Fort Knox (M)	93	89	3	-1	7	0	0%
Louisville (M)	56	52	5	-1	7	1	34%
MG Butler (M)	76	72	4	0	7	0	0%
Chicago (L)	136	134	12	-1	17	7	41%
REGION II	424	405	29	-3	46	8	17%

OY 2020 MOWW Recruiting Performance

Region III | Commander: COL Weeks

CHAPTER	OY 2019 END STRENGTH (EOY)	OY 2020 END STRENGTH (YTD)	OY 2020 MEMBER LOSSES (Resigns, Losses, Discharges)	OY 2020 NET TRANSFERS IN/OUT (NOT COUNTED)	OY 2020 SG-1 GOAL (NET % INCREASE OVER OY 2019)	OY 2020 NEW MEMBERS	OY 2020 % SG-1 GOAL ACHIEVED
COL Roosevelt (S)	23	28	0	0	1	5	500%
LTC Shehab (S)	72	72	1	-1	2	2	100%
Wilmington (S)	40	44	1	0	3	4	133%
GEN Ridgeway (M)	48	53	1	0	3	5	167%
Philadelphia (L)	212	200	13	-1	21	2	10%
REGION III	345	347	16	-2	30	18	60%

OY 2020 MOWW Recruiting Performance

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Region IV | Commander: CAPT Gantt



CHAPTER	OY 2019 END STRENGTH (EOY)	OY 2020 END STRENGTH (YTD)	OY 2020 MEMBER LOSSES (RESIGNES, LEAVES, DISCHARGES)	OY 2020 NET TRANSFERS IN/OUT (NOT COUNTED)	OY 2020 SG-1 GOAL (NOT 4% INCREASE OVER OY 2019)	OY 2020 NEW MEMBERS	OY 2020 % SG-1 GOAL ACHIEVED
Roanoke (S)	38	37	1	0	3	0	0%
Hampton Roads (M)	61	58	3	0	5	0	0%
Maj Gen Wade (M)	89	83	8	0	12	1	8%
Northern Virginia (M)	73	50	1	-29	4	6	150%
Prince George's County (M)	65	63	6	0	9	3	33%
Richmond (M)	62	56	6	0	8	0	0%
Virginia Piedmont (M)	83	76	8	-1	11	2	18%
General Meade (L)	265	251	16	0	27	2	7%
REGION IV	735	674	49	-30	79	14	18%

OY 2020 MOWW Recruiting Performance

Region V | Commander: SGM Culbertson

CHAPTER	OY 2019 END STRENGTH (EOY)	OY 2020 END STRENGTH (VTD)	OY 2020 MEMBER LOSSES (Resigns, Losses, Dismissals)	OY 2020 NET TRANSFERS IN/OUT* (Net Counts)	OY 2020 SG-1 GOAL (NET 4% INCREASE OVER OY 2019)	OY 2020 NEW MEMBERS	OY 2020 % SG-1 GOAL ACHIEVED
Brig Gen Scott (S)	22	22	2	0	3	2	67%
Knoxville (S)	50	46	0	-2	2	0	0%
Atlanta Area (M)	90	90	4	0	8	2	25%
Columbia (M)	53	50	3	0	5	0	0%
Columbus (M)	58	54	4	0	6	0	0%
GEN Westmoreland (M)	55	52	2	-1	4	0	0%
Memphis (M)	59	56	5	0	7	2	29%
Augusta (L)	188	178	7	-3	15	0	0%
REGION V	575	551	27	-6	50	6	12%

OY 2020 MOWW Recruiting Performance

Region VI | Commander: LTC Conover

CHAPTER	OY 2019 END STRENGTH (EOY)	OY 2020 END STRENGTH (YTD)	OY 2020 MEMBER LOSSES (RETIRED, LAFSD, DECEASED)	OY 2020 NET TRANSFERS IN/OUT (NOT COUNTED)	OY 2020 SG-1 GOAL (NET 4% INCREASE OVER OY 2019)	OY 2020 NEW MEMBERS	OY 2020 % SG-1 GOAL ACHIEVED
Northeast Florida Cadre	0	11	0	10	--	1	--
The Villages-Ocala Cadre	0	9	0	5	--	1	--
Clearwater (M)	52	60	4	1	6	1	17%
Fort Walton Beach (M)	67	66	2	0	5	1	20%
Space Coast-Indian River (M)	69	65	5	1	8	0	0%
Puerto Rico (L)	115	115	2	0	7	2	29%
Sun City Center (L)	216	210	22	-1	31	17	55%
REGION VI	519	526	35	16	57	23	40%

OY 2020 MOWW RECRUITING PERFORMANCE

Region VII | Commander: LTC Brown

CHAPTER	OY 2019 END STRENGTH (EOY)	OY 2020 END STRENGTH (YTD)	OY 2020 MEMBER LOSSES (RESIGNOS, LAYOFFS, DECEASES)	OY 2020 NET TRANSFERS IN/OUT (NET COUNTERS)	OY 2020 SG-1 GOAL (NET % INCREASE OVER OY 2019)	OY 2020 NEW MEMBERS	OY 2020 % SG-1 GOAL ACHIEVED
Col Elmer Arkansas (S)	53	49	6	1	8	1	13%
LtG Walker (S)	38	37	1	0	3	0	0%
MG Wheeler (S)	37	38	1	1	2	0	0%
CPT Grevenberg (M)	73	71	3	1	6	0	0%
Greater Kansas City (L)	105	100	6	0	10	0	0%
LtG Middleton (L)	103	100	3	-1	7	1	14%
REGION VII	409	395	20	2	36	2	6%

OY 2020 MOWW Recruiting Performance

Region VIII | Commander: CAPT Dombeck

CHAPTER	OY 2019 END STRENGTH (EOY)	OY 2020 END STRENGTH (YTD)	OY 2020 MEMBER LOSSES (Resigns, Losses, Deaths)	OY 2020 NET TRANSFERS IN/OUT (Net Counts)	OY 2020 SG-1 GOAL (NET 4% INCREASE OVER OY 2019)	OY 2020 NEW MEMBERS	OY 2020 % SG-1 GOAL ACHIEVED
Austin (S)	29	26	3	0	4	0	0%
CAPT Dilworth (S)	32	32	1	0	2	1	50%
Fort Hood (S)	26	24	2	0	3	0	0%
North Texas (S)	46	47	5	4	7	1	14%
Pinson Memorial (S)	41	38	3	0	5	0	0%
COL Woods (M)	82	62	7	0	10	7	70%
Fort Worth (M)	74	71	11	3	14	5	36%
GA Eisenhower (M)	75	66	9	0	12	1	8%
Houston (M)	51	50	0	-1	2	0	0%
MIG Critz (M)	65	59	8	0	11	0	0%
Dallas (L)	352	341	14	-5	28	7	25%
Hill Country (L)	57	112	8	58	10	4	40%
REGION VIII	1,001	948	71	59	108	26	24%

OY 2020 MOWW RECRUITING PERFORMANCE

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Region XIII | Commander: LTC Stolze

CHAPTER	OY 2019 END STRENGTH (EOY)	OY 2020 END STRENGTH (YTD)	OY 2020 MEMBER LOSSES (Resigned, Lapsed, Expulsion)	OY 2020 NET TRANSFERS IN/OUT (Net Count)	OY 2020 SG-1 GOAL (NET 4% INCREASE OVER OY 2019)	OY 2020 NEW MEMBERS	OY 2020 % SG-1 GOAL ACHIEVED
Denver (S)	33	30	4	0	5	1	20%
Santa Cruz Valley (S)	44	45	1	-1	3	3	100%
West Valley (S)	38	35	4	1	6	0	0%
COL Stephens - Apache Trail (M)	35	82	4	0	7	1	14%
Colorado Springs (M)	71	77	5	2	8	9	113%
MG Miles (M)	61	60	0	-1	2	0	0%
Phoenix (M)	77	79	3	0	6	4	67%
Catalina Mountains (M)	103	100	5	2	9	0	0%
Greater El Paso (L)	117	105	13	1	18	0	0%
REGION XIII	629	613	39	4	64	18	28%

OY 2020 MOWW RECRUITING PERFORMANCE

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Enclosure 3. MOWW Recruiting Performance, 31 May 2021 (OY 2020)

Region XIV | Commander: BGen Lebidine

CHAPTER	OY 2019 END STRENGTH (EOY)	OY 2020 END STRENGTH (YTD)	OY 2020 MEMBER LOSSES (Resigned, Lapsed, Decreases)	OY 2020 NET TRANSFERS IN/OUT (Net Courses)	OY 2020 SG-1 GOAL (Net 4% Increase Over OY 2019)	OY 2020 NEW MEMBERS	OY 2020 % SG-1 GOAL ACHIEVED
Gaylord-Dillingham (S)							
LTC Wright (S)	26	29	1	0	2	4	200%
BG Holland (M)	45	42	4	0	6	1	17%
Conejo Valley (M)	64	63	2	0	5	1	20%
MajGen Pendleton (M)	85	83	2	0	5	0	0%
San Francisco Bay Area (M)	96	89	8	0	12	0	0%
COL Woolsey (L)	55	63	5	13	7	0	0%
GA Bradley-COL Hanson (L)	79	117	5	38	8	7	88%
Puget Sound (L)	110	110	6	2	10	3	30%
San Diego (L)	237	231	13	0	22	7	32%
	123	119	7	-1	12	1	17%
REGION XIV	997	946	53	52	89	25	28%

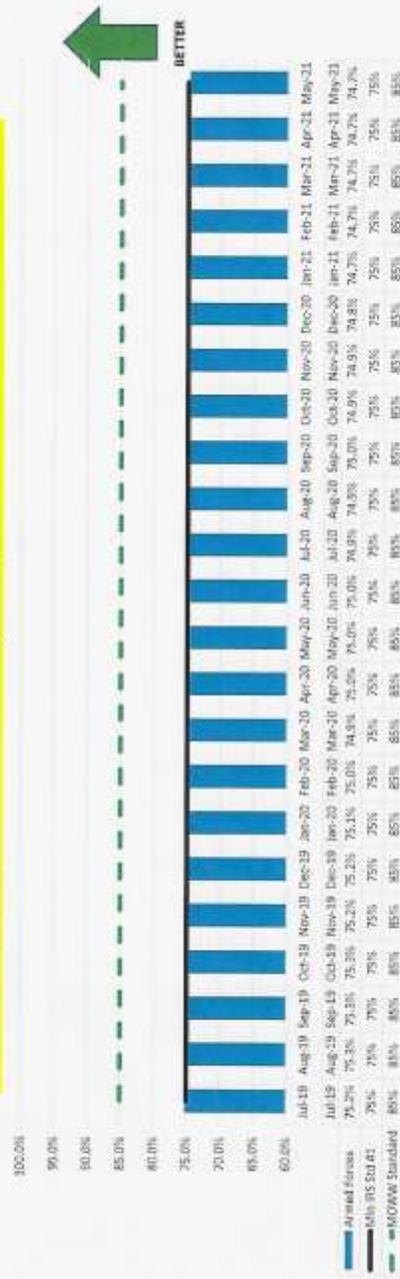
OY 2020 MOWW RECRUITING PERFORMANCE

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IRS Requirement #1: Past & Present Armed Forces Members

IRS Requirement #1: ≥75% of MOWW Members must be past or present members of the US Armed Forces, i.e., USA, USMC, USN, USAF, USCG & USSF



Note: Chapters are asked to identify all past or present members of the Armed Forces, whether they are commissioned, warrant or flight officers or enlisted. Use the online MOWW Form 5, "Membership Update," to update the MOWW Roster name, rank, service, and status. This is a Command Interest Item (CI).

30 APR 21 (OY 2020)

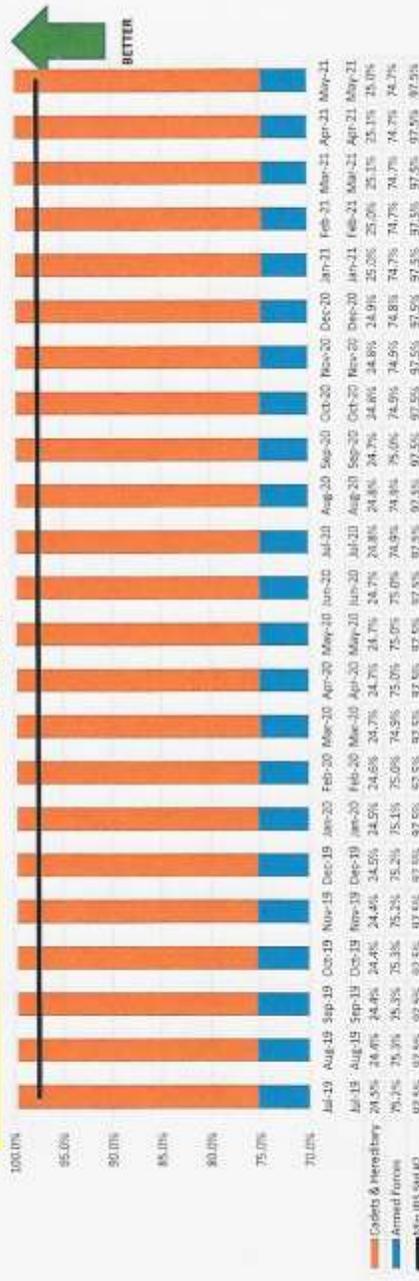
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1

IRS Member Requirement #2: Past & Present Armed Forces, Cadets, Spouses & Descendants



IRS Requirement #2: >97.5% of MOWW members must be present/former US Armed Forces members, cadets (college/university ROTC or Services academies), spouses, widows, ancestors or lineal descendants of present/former members of US Armed Forces



Note: USPHS & NOAA not included

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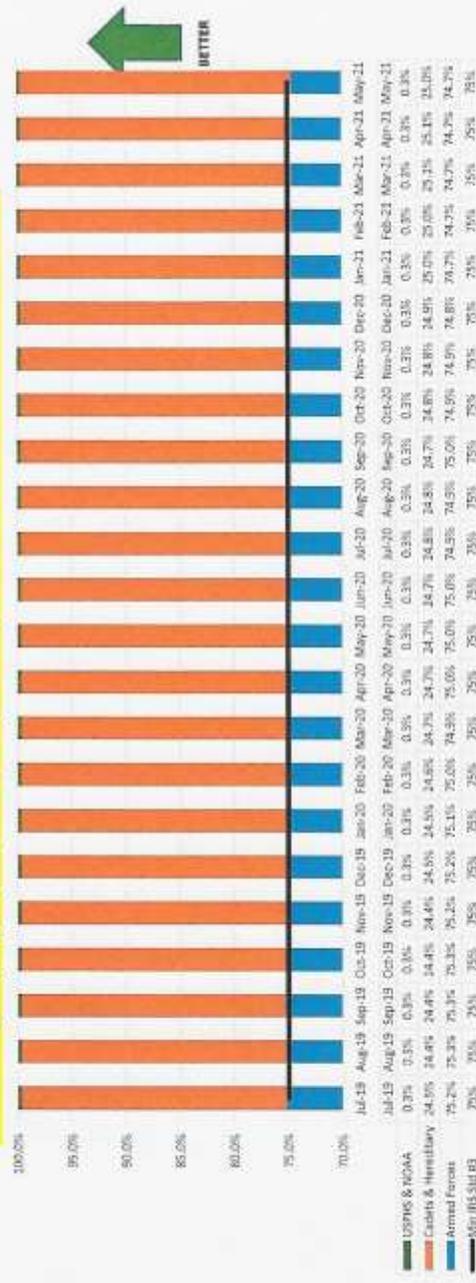
30 APR 21 (OY 2020)

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IRS Member Requirement #3: Past & Present Armed Forces, Cadets, Hereditary and USPHS & NOAA veterans



IRS Requirement #3: ≥75% of MOWW members are veterans, spouses of veterans or related to a veteran within two degrees of consanguinity (i.e., grandparent, brother, sister, grandchild) represent the most distant allowable relationships)



TREASURER GENERAL | ANNUAL REPORT

In keeping this report brief, I am pleased to report that the recent audit of the books by the Government & Non-Profit Audit Group, PLC., has once again resulted in a clean audit of the Military Order of the World Wars, Inc.

For the financial statements which are required by the MOWW Bylaws to be published annually, including the audit results, refer to the report of the Chief of Staff, Brig Gen Arthur B. Morrill III found elsewhere in this Almanac.

The routine fiscal management of the Order is carried out and overseen by the Finance Committee. The activities of the Finance Committee are reported in the Finance Committee report which is likewise found elsewhere in this Almanac.

For further information on the investment status of the Order, refer to the Trustees Report filed by Trustee CDR Robert F. Hartman III found elsewhere in this Almanac.

This then brings me to the function which occupies the majority of my time and effort as Treasurer General, managing the IRS 990 filing process. Following several years of transition and training for leaders at all levels of the chain-of-command, and particularly for chapter treasurers who are generally tasked with completing the filing, we completed the filing season for tax year 2019 on 31 December 2020 with no chapters which were unable to file. This is a major accomplishment and I want to express my utmost appreciation to leaders throughout the chain of command for their efforts which resulted in this success. Bravo Zulu, well done!

For the current 2020 tax filing year, we are fully compliant to date meaning that all chapters which have completed their fiscal years as of the date of filing this report have successfully filed an IRS 990, had it accepted, and have reported that acceptance to the Treasurer General. This includes about 23% of the chapters of the Order. This is an excellent start to the year. June is the end of the fiscal year for 72% of our chapters, and I will be actively managing that filing season through July and August. That will leave just four chapters to file through the end of the calendar year. It is my hope and challenge to once again have 100% of the chapters of the Order file and report for tax year 2020 so that every chapter can receive the P+M Dividend they deserve to carry out the work of the Order.

To that end, if a leader at any level of the Order has concerns about IRS 990 filing, they should without delay contact their chain-of-command or the Treasurer General for training or assistance. As a reminder to all, there are guides and training resources available on the MOWW website in the Companions Only section under the Training & Development heading.

Finally, I would like to thank Brig Gen Arthur B. Morrill III and Mrs. Martha Ferrara, CPA for the outstanding job they do on a daily basis managing the financial operations of the Order. It is a pleasure to work with these dedicated individuals on the Finance Committee.

FOR THE GOOD OF THE ORDER



PAUL B. WEBB, SC, CDR, USN (Ret)
Treasurer General & CFO, MOWW, Inc.®

Enclosure:

1. MOWW Region/Chapter IRS Filing & Certification Status, 31 Dec 20 (FINAL)
2. MOWW Region/Chapter IRS Filing & Certification Status, 28 May 21 (OY 2020)

Enclosure 1. MOWW Region/Chapter IRS Filing & Certification Status, 31 Dec 20 (FINAL)

MOWW, INC., SUB-ELEMENT IRS FILING TO REPORTING COMPLIANCE REPORT

2019 MOWW FILING SUB-ELEMENT AS OF: 31 Dec 2020 (Final)	EMPLOYER IDENTIFICATION NUMBER (EIN)	FISCAL YEAR (FY) START - END	DATE BY WHICH CHAPTERS MUST EMAIL THE IRS FILING ACCEPTANCE TO MOWW/7G	ACTUAL DATE CHAPTERS EMAILED THE IRS FILING ACCEPTANCE TO MOWW/7G	REMARKS
REGION I – 7 Chapters	04-3204015	1 Jul - 30 Jun	31-Aug-20	12-Jul-20	BRAVO ZULU—FULLY COMPLIANT WITH IRS & BYLAWS
Greenio State RH	02-0362072	1 Jul - 30 Jun	31-Aug-20	11-Aug-20	Eligible for P&M Fund Dividend paid in 2021
Cape Cod MA	04-6152889	1 Jul - 30 Jun	31-Aug-20	29-Aug-20	Eligible for P&M Fund Dividend paid in 2021
Greater Boston MA	04-6036673	1 Jul - 30 Jun	31-Aug-20	01-Sep-20	Eligible for P&M Fund Dividend paid in 2021
Worcester MA	22-3510819	1 Jul - 30 Jun	31-Aug-20	14-Sep-20	Eligible for P&M Fund Dividend paid in 2021
W. [Redacted] Chapter/IRIS ME	01-6074932	1 Jul - 30 Jun	31-Aug-20	02-Sep-20	Eligible for P&M Fund Dividend paid in 2021
Hamersmith Bay NJ	05-0962119 *	1 Jan - 31 Dec	29-Jul-20	13-Aug-20	Eligible for P&M Fund Dividend paid in 2021
Green Mountain VT	03-0285180	1 Jan - 31 Dec	29-Aug-20	10-Aug-20	Eligible for P&M Fund Dividend paid in 2021
REGION II – 5 Chapters	N/A	N/A	N/A	N/A	BRAVO ZULU—FULLY COMPLIANT WITH IRS & BYLAWS
Chicago IL	36-6129607	1 Aug - 31 Jul	30-Sep-20	02-Sep-20	Eligible for P&M Fund Dividend paid in 2021
Fort Knox KY	61-1327159	1 Jul - 30 Jun	31-Aug-20	01-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Louisville KY	61-6042143	1 Jul - 30 Jun	31-Aug-20	27-Aug-20	Eligible for P&M Fund Dividend paid in 2021
MS Boulder KY	61-3166924	1 Jul - 30 Jun	31-Aug-20	16-Aug-20	Eligible for P&M Fund Dividend paid in 2021
Detroit MI	38-6037693	1 Jul - 30 Jun	31-Aug-20	30-Sep-20	Eligible for P&M Fund Dividend paid in 2021
REGION III – 5 Chapters	32-0324338	1 Jul - 30 Jun	31-Aug-20	07-Jul-20	BRAVO ZULU—FULLY COMPLIANT WITH IRS & BYLAWS
Wilmington DE	51-0171627	1 Jul - 30 Jun	31-Aug-20	06-Sep-20	Eligible for P&M Fund Dividend paid in 2021
New Jersey NJ	35-2337072	1 Jul - 30 Jun	31-Aug-20	02-Sep-20	Eligible for P&M Fund Dividend paid in 2021
CDL Roosevelt NY	26-2822241	1 Jul - 30 Jun	31-Aug-20	07-Jul-20	Eligible for P&M Fund Dividend paid in 2021
GEN Tidewater-Pittsburgh PA	25-0090600	1 Jul - 30 Jun	31-Aug-20	22-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Indianapolis IN	24-6306896	1 Jul - 30 Jun	31-Aug-20	11-Jul-20	Eligible for P&M Fund Dividend paid in 2021
REGION IV – 8 Chapters	26-2187399	1 Jul - 30 Jun	31-Aug-20	28-Aug-20	BRAVO ZULU—FULLY COMPLIANT WITH IRS & BYLAWS
Raj Gen Wade DC	30-0529207	1 Sep - 31 Aug	31-Oct-20	21-Oct-20	Eligible for P&M Fund Dividend paid in 2021
Prince George's County MD	50-1336780	1 Jan - 31 Dec	29-Aug-20	27-Aug-20	Eligible for P&M Fund Dividend paid in 2021
General Mosale MD	50-6071183	1 Jul - 30 Jun	31-Aug-20	19-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Hampton Roads VA	54-6067074	1 Jul - 30 Jun	31-Aug-20	29-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Northern Virginia VA	54-6090710	1 Jan - 31 Dec	28-Jul-20	04-Sep-20	Eligible for P&M Fund Dividend paid in 2021
Rushland VA	54-6067076	1 Oct - 30 Sep	30-Nov-20	27-Oct-20	Eligible for P&M Fund Dividend paid in 2021
Roman VA	54-6024434	1 Jul - 30 Jun	31-Aug-20	26-Aug-20	Eligible for P&M Fund Dividend paid in 2021
Virginia Piedmont VA	54-1163105	1 Jul - 30 Jun	31-Aug-20	11-Jul-20	Eligible for P&M Fund Dividend paid in 2021
REGION V – 8 Chapters	N/A	N/A	N/A	N/A	BRAVO ZULU—FULLY COMPLIANT WITH IRS & BYLAWS
Atlanta Area GA	84-3641883	1 Jul - 30 Jun	31-Aug-20	30-Aug-20	Eligible for P&M Fund Dividend paid in 2021
Augusta GA	59-1426370	1 Jul - 30 Jun	31-Aug-20	01-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Big Iron South GA	59-0002087	1 Jul - 30 Jun	31-Aug-20	09-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Columbus GA	58-6045638	1 Jul - 30 Jun	31-Aug-20	31-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Columbia SC	57-0056397	1 Jul - 31 Dec	29-Jul-20	09-Jul-20	Eligible for P&M Fund Dividend paid in 2021
GR Westmeerland SC	57-0962779	1 Jul - 30 Jun	31-Aug-20	11-Aug-20	Eligible for P&M Fund Dividend paid in 2021
Knoxville TN	82-0954819	1 Jul - 30 Jun	31-Aug-20	30-Aug-20	Eligible for P&M Fund Dividend paid in 2021
Memphis TN	62-0071913	1 Apr - 31 Mar	31-May-20	27-Apr-20	Eligible for P&M Fund Dividend paid in 2021
REGION VI – 5 Chapters	65-0359586	1 Jul - 30 Jun	31-Aug-20	02-Jul-20	BRAVO ZULU—FULLY COMPLIANT WITH IRS & BYLAWS
Charwater FL	73-7388566	1 Jul - 30 Jun	31-Aug-20	25-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Ft. Walton Beach FL	59-2202135	1 Jan - 31 Dec	29-Aug-20	14-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Island Coast-Indian River FL	59-0070759	1 Jul - 31 Dec	29-Aug-20	10-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Sun City Center FL	59-1185549	1 Jul - 30 Jun	31-Aug-20	02-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Puerto Rico PR	66-0198006	1 Jul - 30 Jun	31-Aug-20	25-Aug-20	Eligible for P&M Fund Dividend paid in 2021
REGION VII – 6 Chapters	72-1221473	1 Jul - 30 Jun	31-Aug-20	04-Jul-20	BRAVO ZULU—FULLY COMPLIANT WITH IRS & BYLAWS
WV Wheelersburg/Alexander AL	63-1088071	1 Jul - 30 Jun	31-Aug-20	14-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Central Arkansas AR	24-2259034	1 Jan - 31 Dec	29-Aug-20	23-Jul-20	Eligible for P&M Fund Dividend paid in 2021
CY Geneseeburg IA	71-0854434	1 Oct - 30 Sep	01-Sep-20	07-Sep-20	Eligible for P&M Fund Dividend paid in 2021
TIG Midland IA	71-6018104	1 Jan - 31 Dec	26-Jul-20	15-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Green Springs/City MO	43-6070037	1 Jan - 31 Dec	26-Jul-20	19-Jul-20	Eligible for P&M Fund Dividend paid in 2021
TG Warner MS	64-6036045	1 Feb - 31 Jan	31-Mar-20	11-Feb-20	Eligible for P&M Fund Dividend paid in 2021

Enclosure 1. MOWW Region/Chapter IRS Filing & Certification Status, 31 Dec 20 (FINAL)

MOWW, INC. SUB-ELEMENT IRS FILING & REPORTING COMPLIANCE REPORT

FY 2019 MOWW FILING SUB-ELEMENT AS OF: 31 Dec 2020 (Final)	EMPLOYER IDENTIFICATION NUMBER (EIN)	FISCAL YEAR (FY) START - END	DATE BY WHICH CHAPTERS MUST EMAIL THE IRS FILING ACCEPTANCE TO MOWW/TG	ACTUAL DATE CHAPTERS EMAILED THE IRS FILING ACCEPTANCE TO MOWW/TG	REMARKS
REGION VIII – 13 Chapters	75-2434964	1 Jul - 30 Jun	31-Aug-20	24-Jul-20	BRavo ZULU-FULLY COMPLIANT WITH IRS & BYLAWS
Topexia KS	48-6134613	1 Jul - 30 Jun	31-Aug-20	17-Jul-20	Eligible for P&M Fund Dividend paid in 2021
COL Woods-Oakhome City, Ok.	73-6107179	1 Jul - 30 Jun	31-Aug-20	25-Jul-20	Eligible for P&M Fund Dividend paid in 2021
MAG Crax OK	73-0065061	1 Jul - 30 Jun	31-Aug-20	24-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Austin TX	74-2181506	1 Jul - 30 Jun	31-Aug-20	11-Aug-20	Eligible for P&M Fund Dividend paid in 2021
CAPI Delworth TX	74-2957561	1 Jan - 31 Dec	29-Feb-20	11-Aug-20	Eligible for P&M Fund Dividend paid in 2021
Dallas TX	75-6037494	1 Jan - 31 Dec	30-Jan-20	21-Aug-20	Eligible for P&M Fund Dividend paid in 2021
Fort Hood TX	80-0182784	1 Jul - 30 Jun	31-Aug-20	25-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Fort Worth TX	75-1733348	1 Jul - 30 Jun	31-Aug-20	17-Jul-20	Eligible for P&M Fund Dividend paid in 2021
BB Country TX	74-2609886	1 Jul - 30 Jun	31-Aug-20	25-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Houston TX	74-6060757	1 Jul - 30 Jun	31-Aug-20	05-Jul-20	Eligible for P&M Fund Dividend paid in 2021
HQ Region VIII TX	27-1261358	1 Jul - 30 Jun	31-Aug-20	21-Jul-20	Eligible for P&M Fund Dividend paid in 2021
North Texas TX	51-0572108	1 Jul - 30 Jun	31-Aug-20	21-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Panum Memorial TX	75-2698470	1 Jan - 31 Dec	29-Feb-20	08-Feb-20	Eligible for P&M Fund Dividend paid in 2021
REGION XIII – 9 Chapters	84-1207538	1 Jul - 30 Jun	31-Aug-20	27-Jul-20	BRavo ZULU-FULLY COMPLIANT WITH IRS & BYLAWS
Caladina Mountains AZ	86-0656449	1 Jul - 30 Jun	31-Aug-20	11-Jul-20	Eligible for P&M Fund Dividend paid in 2021
COL Stearns Apache Trail AZ	86-9648176	1 Jul - 30 Jun	31-Aug-20	15-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Phoenix AZ	86-6040487	1 Jul - 30 Jun	31-Aug-20	25-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Santa Cruz Valley AZ	86-0516099	1 Jul - 30 Jun	31-Aug-20	15-Jul-20	Eligible for P&M Fund Dividend paid in 2021
West Valley AZ	28-7195111	1 Jul - 30 Jun	31-Aug-20	05-Jul-20	Eligible for P&M Fund Dividend paid in 2021
MG Miller NM	85-0477932	1 Jul - 30 Jun	31-Aug-20	25-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Colorado Springs CO	84-6890358	1 Jul - 30 Jun	31-Aug-20	03-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Denver CO	81-13960732	1 Jul - 30 Jun	31-Aug-20	13-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Greater El Paso TX	84-2439689	1 Jul - 30 Jun	31-Aug-20	22-Oct-20	Eligible for P&M Fund Dividend paid in 2021
REGION XIV – 11 Chapters	33-0526578	1 Jul - 30 Jun	31-Aug-20	27-Jul-20	BRavo ZULU-FULLY COMPLIANT WITH IRS & BYLAWS
BS Redland CA	33-0293400	1 Jul - 30 Jun	31-Aug-20	29-Jul-20	Eligible for P&M Fund Dividend paid in 2021
COL Woodley CA	97-8167991	1 Jul - 30 Jun	31-Aug-20	01-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Greene Valley CA (Ella BS Fin 1990-E)	26-1966785	1 Jan - 31 Dec	29-Feb-20	21-Dec-20	Eligible for P&M Fund Dividend paid in 2021
BA Bradley-COL Harrison CA	95-3905149	1 Jul - 30 Jun	31-Aug-20	30-Jul-20	Eligible for P&M Fund Dividend paid in 2021
LTG Wright CA	95-8329068	1 Jul - 30 Jun	31-Aug-20	30-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Madison Avard/Mira CA	33-0147608	1 Jul - 30 Jun	31-Aug-20	21-Jul-20	Eligible for P&M Fund Dividend paid in 2021
Monterey Area CA	61-19751259	1 Jul - 30 Jun	31-Aug-20	07-Dec-20	Eligible for P&M Fund Dividend paid in 2021
San Diego CA	95-8071962	1 Jul - 30 Jun	31-Aug-20	01-Jul-20	Eligible for P&M Fund Dividend paid in 2021
San Francisco Bay Area CA	94-6121616	1 Jul - 30 Jun	31-Aug-20	11-Aug-20	Eligible for P&M Fund Dividend paid in 2021
Sanford-Birmingham Memorial HI	69-6000143	1 Jul - 30 Jun	31-Aug-20	15-Aug-20	Eligible for P&M Fund Dividend paid in 2021
Palms Sound WA	91-6077645	1 Jan - 31 Dec	29-Feb-20	10-Feb-20	Eligible for P&M Fund Dividend paid in 2021
AT-LARGE – 2 Chapters	N/A	N/A	N/A	N/A	BRavo ZULU-FULLY COMPLIANT WITH IRS & BYLAWS
BS Bultman	90-0539652	1 Jan - 31 Dec	29-Feb-20	04-Feb-20	Eligible for P&M Fund Dividend paid in 2021
Harris-Suzanne Memorial	23-6390788	1 Jan - 31 Dec	29-Feb-20	13-Feb-20	Eligible for P&M Fund Dividend paid in 2021

Enclosure 2. MOWW Region/Chapter IRS Filing & Certification Status, 28 May 21 (OY 2020)

MOWW, INC., SUB-ELEMENT IRS FILING TO REPORTING COMPLIANCE REPORT

FY 2020 MOWW FILING SUB-ELEMENT AS OF: 28 May 2021	EMPLOYER IDENTIFICATION NUMBER (EIN)	FISCAL YEAR (FY) START - END	DATE BY WHICH CHAPTERS MUST EMAIL THE IRS FILING ACCEPTANCE TO MOWW/TG	ACTUAL DATE CHAPTERS EMAILED THE IRS FILING ACCEPTANCE TO MOWW/TG	REMARKS
REGION I – 7 Chapters	04-3204015	1 Jul - 30 Jun	31-Aug-21	Pending	
Granite State NH	02-0362072	1 Jul - 30 Jun	31-Aug-21	Pending	
Cable Co. MA	04-6152869	1 Jul - 30 Jun	31-Aug-21	Pending	
Greene Boston MA	04-6838678	1 Jul - 30 Jun	31-Aug-21	Pending	
Worcester MA	27-2551080	1 Jul - 30 Jun	31-Aug-21	Pending	
Windsor ME	07-6019152	1 Jul - 30 Jun	31-Aug-21	Pending	
WAS (BVI) Chamberlain ME	05-4387119	1 Jul - 30 Jun	31-Aug-21	Pending	
Greenes Mountain VT	03-0786280	1 Jan - 31 Dec	28-Feb-21	Pending	Eligible for P&M Fund Dividend paid in 2022
REGION II – 5 Chapters	N/A	N/A	N/A	N/A	
Chicago IL	96-6159657	1 Aug - 31 Jul	30-Sep-21	Pending	
Fort Knox KY	61-3217159	1 Jul - 30 Jun	31-Aug-21	Pending	
Louisville KY	61-6042143	1 Jul - 30 Jun	31-Aug-21	Pending	
MSG Bakers KY	61-5866934	1 Jul - 30 Jun	31-Aug-21	Pending	
Detroit MI	36-6057987	1 Jul - 30 Jun	31-Aug-21	Pending	
REGION III – 5 Chapters	32-0324338	1 Jul - 30 Jun	31-Aug-21	Pending	
Wilmington DE	51-0717467	1 Jul - 30 Jun	31-Aug-21	Pending	
LTC Shetub NJ	35-1331972	1 Jul - 30 Jun	31-Aug-21	Pending	
COX Rosowah NY	26-2822241	1 Jul - 30 Jun	31-Aug-21	Pending	
GEN Ridgeway Pittsburgh PA	25-4016060	1 Jul - 30 Jun	31-Aug-21	Pending	
Philadelphia PA	23-6358886	1 Jul - 30 Jun	31-Aug-21	Pending	
REGION IV – 8 Chapters	26-2187399	1 Jul - 30 Jun	31-Aug-21	Pending	
Maj Gen Wade DC	30-0501917	1 Sep - 31 Aug	31-Oct-21	Pending	Eligible for P&M Fund Dividend paid in 2022
Prince George's County MD	52-1256780	1 Jan - 31 Dec	28-Feb-21	Pending	
General Manale MD	51-6071183	1 Jul - 30 Jun	31-Aug-21	Pending	
Hampton Roads VA	54-4067074	1 Jul - 30 Jun	31-Aug-21	Pending	
Northern Virginia VA	54-6160216	1 Jan - 31 Dec	28-Feb-21	Pending	Eligible for P&M Fund Dividend paid in 2022
Richmond VA	54-6057076	1 Oct - 30 Sep	30-Nov-21	Pending	
Roanoke VA	54-6051434	1 Jul - 30 Jun	31-Aug-21	Pending	
Virginia Piedmont VA	54-1142305	1 Jul - 30 Jun	31-Aug-21	Pending	
REGION V – 8 Chapters	N/A	N/A	N/A	N/A	
Atlanta Area GA	84-2644183	1 Jul - 30 Jun	31-Aug-21	Pending	
Augusta GA	56-1476370	1 Jul - 30 Jun	31-Aug-21	Pending	
Big Ben Scott GA	58-2020287	1 Jul - 30 Jun	31-Aug-21	Pending	
Columbus GA	58-8042638	2 Jul - 30 Jun	31-Aug-21	Pending	
Columbia SC	57-6036197	1 Jan - 31 Dec	28-Feb-21	Pending	Eligible for P&M Fund Dividend paid in 2022
GEN Westmeadow SC	57-6622759	1 Jul - 30 Jun	31-Aug-21	Pending	
Knoxville TN	82-0914319	1 Jul - 30 Jun	31-Aug-21	Pending	
Memphis TN	63-8071013	1 Apr - 31 Mar	31-May-21	Pending	Eligible for P&M Fund Dividend paid in 2022
REGION VI – 5 Chapters	65-0319186	1 Jul - 30 Jun	31-Aug-21	Pending	
Charleston FL	23-7046566	1 Jul - 30 Jun	31-Aug-21	Pending	
Fort Walton Beach FL	59-2202135	1 Jan - 31 Dec	28-Feb-21	Pending	Eligible for P&M Fund Dividend paid in 2022
Space Coast-Indian River FL	59-2057359	1 Jan - 31 Dec	28-Feb-21	Pending	Eligible for P&M Fund Dividend paid in 2022
San City Center FL	59-1169569	1 Jul - 30 Jun	31-Aug-21	Pending	
Porto Rico PR	66-0316836	1 Jul - 30 Jun	31-Aug-21	Pending	
Northwest Florida FL/Cadde	86-2086729	1 Jul - 30 Jun	31-Aug-21	Pending	
The Villages-Cadde FL/Cadde	TBD	TBD	TBD	TBD	
REGION VII – 6 Chapters	72-1231473	1 Jul - 30 Jun	31-Aug-21	Pending	
MS Wheeler-Hartsville AL	63-1088071	1 Jul - 30 Jun	31-Aug-21	Pending	Eligible for P&M Fund Dividend paid in 2022
Col James D. Howe-Arkansas AR	24-2257034	1 Jan - 31 Dec	28-Feb-21	Pending	
CFP Greenville-LA	72-9854434	1 Oct - 30 Sep	30-Nov-21	Pending	
US Middleton LA	73-6028104	1 Jan - 31 Dec	28-Feb-21	Pending	Eligible for P&M Fund Dividend paid in 2022
Greene Kansas City MO	45-6070037	1 Jan - 31 Dec	28-Feb-21	Pending	Eligible for P&M Fund Dividend paid in 2022
US Walker MS	04-0516145	1 Feb - 31 Jan	31-Mar-21	Pending	Eligible for P&M Fund Dividend paid in 2022

Enclosure 2. MOWW Region/Chapter IRS Filing & Certification Status, 28 May 21 (OY 2020)

MOWW, INC. SUB-ELEMENT IRS FILING IS REPORTING COMPLIANCE REPORT						
FY 2020 MOWW FILING SUB-ELEMENT AS OF: 28 May 2021	EMPLOYER IDENTIFICATION NUMBER (EIN)	FISCAL YEAR (FY) START - END	DATE BY WHICH CHAPTERS MUST EMAIL THE IRS FILING ACCEPTANCE TO MOWW/TG	ACTUAL DATE CHAPTERS EMAILED THE IRS FILING ACCEPTANCE TO MOWW/TG	REMARKS	
REGION VIII -- 13 Chapters	75-2543964	1 Jul - 30 Jun	31-Aug-21	Pending		
GA Eisenhower 45	48-6134513	1 Jul - 30 Jun	31-Aug-21	Pending		
COIL Woods/Alabama City OK	73-6107179	1 Jul - 30 Jun	31-Aug-21	Pending		
M5 Criz OK	73-1005106	1 Jul - 30 Jun	31-Aug-21	Pending		
Asotin TX	74-2183266	1 Jul - 30 Jun	31-Aug-21	Pending		
CAPT Oklawaha TX	74-2857561	1 Jul - 31 Dec	28-Feb-21	31-Aug-21	Eligible for P&M Fund Dividend paid in 2022	
Gallus TX	79-6037884 *	1 Jun - 31 Dec	28-Feb-21	31-Aug-21	Eligible for P&M Fund Dividend paid in 2022	
Fort Hood TX	80-0167344 *	1 Jul - 30 Jun	31-Aug-21	Pending		
Fort Worth TX	75-1733248	1 Jul - 30 Jun	31-Aug-21	Pending		
Hill Country TX	74-2029108	1 Jul - 30 Jun	31-Aug-21	Pending		
Houston TX	74-6056757	1 Jul - 30 Jun	31-Aug-21	Pending		
HQ Region VIII TX	27-1251358	1 Jul - 30 Jun	31-Aug-21	Pending		
North Texas TX	51-0972108	1 Jul - 30 Jun	31-Aug-21	Pending		
Prison Memorial TX	75-2698870	1 Jun - 31 Dec	28-Feb-21	31-Aug-21	Eligible for P&M Fund Dividend paid in 2022	
REGION XIII -- 9 Chapters	84-1207538	1 Jul - 30 Jun	31-Aug-21	Pending		
Carolina Mountains AZ	86-0058449	1 Jul - 30 Jun	31-Aug-21	Pending		
GDJ Salinas-Apache Trail AZ	86-0648106	1 Jul - 30 Jun	31-Aug-21	Pending		
Phoenix AZ	86-6040487	1 Jul - 30 Jun	31-Aug-21	Pending		
Santa Cruz Valley AZ	89-0516999	1 Jul - 30 Jun	31-Aug-21	Pending		
West Valley AZ	23-7185111	1 Jul - 30 Jun	31-Aug-21	Pending		
MG Miles NM	85-0477532	1 Jul - 30 Jun	31-Aug-21	Pending		
Colorado Springs CO	84-8890158	1 Jul - 30 Jun	31-Aug-21	Pending		
Denver CO	61-1566732	1 Jul - 30 Jun	31-Aug-21	Pending		
Greater El Paso TX	84-2439689	1 Jul - 30 Jun	31-Dec-21	Pending		
REGION XIV -- 10 Chapters	93-0526578	1 Jul - 30 Jun	31-Aug-21	Pending		
Big Redland CA	78-0713300	1 Jul - 30 Jun	31-Aug-21	Pending		
COJ Woodley CA	95-6146993	1 Jul - 30 Jun	31-Aug-21	Pending		
Conroy Valley CA (Fies IRS Pre 990 F2)	76-1916785	1 Jun - 31 Dec	28-Feb-21	31-Aug-21	Eligible for P&M Fund Dividend paid in 2022	
CA Bradley-COI, Harrison CA	95-18105749	1 Jul - 30 Jun	31-Aug-21	Pending		
LTG Wright CA	95-3329058	1 Jul - 30 Jun	31-Aug-21	Pending		
MajGen Pendleton CA	33-0147408	1 Jul - 30 Jun	31-Aug-21	Pending		
San Diego CA	95-6071967	1 Jul - 30 Jun	31-Aug-21	Pending		
San Francisco Bay Area CA	94-5121618	1 Jul - 30 Jun	31-Aug-21	Pending		
Sanford-Billingham Memorial HI	99-5009142	1 Jul - 30 Jun	31-Aug-21	Pending		
Yugot Sound WA	91-6071645	1 Jun - 31 Dec	28-Feb-21	31-Aug-21	Eligible for P&M Fund Dividend paid in 2022	
AT-LARGE -- 2 Chapters	N/A	N/A	N/A	N/A		
85 Eulmar	90-0539621	1 Jun - 31 Dec	28-Feb-21	31-Aug-21	Eligible for P&M Fund Dividend paid in 2022	
Hamm-Bussell Memorial	71-0320788	1 Jun - 31 Dec	28-Feb-21	31-Aug-21	Eligible for P&M Fund Dividend paid in 2022	

MOWW, INC., BOARD OF TRUSTEES | ANNUAL REPORT

The Board of Trustees consists of three members appointed by the MOWW Commander-in-Chief – CDR Robert Hartman, USN (Ret), Chairman; CAPT Russell Vowinkel, USN (Ret); and LTC John Hollywood, USA (Ret). The Board held a series of meetings during the fiscal year that will end 30 June 2021 to review the management of the Order’s investment funds.

The Order’s investment position had consisted for some years of nine individual brokerage accounts, five accounts held with the firm of Stifel, Nicolas and four accounts with Merrill Lynch. Upon review, it was the sense of the Board that this investment arrangement was cumbersome and unnecessarily complicated. The Board believed the Order could consolidate these nine accounts into one account in order to enhance the Board’s ability to regularly review the status of the funds, potentially reduce costs and produce appropriate analytics to track and report the Order’s invested position. The Board requested proposals from the investment firms of Morgan Stanley and Merrill Lynch to help it determine whether it would be advantageous to make these changes.

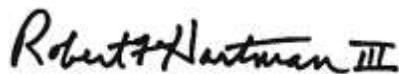
Accordingly, the Board conducted telephonic meetings with representatives of both firms December 2020 to discuss their capabilities, review their proposals to make the contemplated changes and hear their suggestions as to how the investments could be better managed for the Order. After full discussions with each firm, it was the sense of the Board that, for the good of the Order, the firm of Merrill Lynch would be able to provide the necessary structure and advice to manage the Order’s investments in a prudent and responsible manner. The Board determined it should proceed with the contemplated changes to the Order’s investment strategy by consolidating its accounts with Merrill Lynch.

The Order’s portfolio is now managed primarily by Merrill Lynch’s Chief Investment Office (CIO) using a moderately aggressive strategy that includes 80% equity, 18% fixed income, and 2% cash exposure. The strategy primarily utilizes index tracking exchange traded funds (ETFs), generally considered liquid and cost-effective investments. ETFs are generally structured to track the performance of an index as closely as possible rather than outperform their benchmark.

The Board will adjust this strategy in the future if, and when it may become necessary, as market conditions change and upon the advice of its investment advisors. Our investment strategy and corresponding investment decisions are predicated upon the budgeted needs of the Order and, if deemed necessary, future adjustments to the strategy will be made in order to meet those needs.

The Board currently is meeting on a quarterly basis with Merrill Lynch advisors to review the status of the portfolio. On 24 May 2021, the most recent meeting held prior to the preparation of this report, the Order’s investment account balance was \$13,067,024. The effective rate of return on the account as of this date was 13.97%, and we are advised that the market continues to look strong for the immediate future.

FOR THE GOOD OF THE ORDER



ROBERT F. HARTMAN III, CDR, USN (Ret)
Chair, MOWW Board of Trustees

Enclosure:
Merrill Wealth Management Report—MOWW, Inc., May 2021



MERRILL
A BANK OF AMERICA COMPANY

Primary Account: 594-02335

WEALTH MANAGEMENT REPORT

MILITARY ORDER OF THE WORLD
435 N LEE ST
ALEXANDRIA VA 22314-2301

May 01, 2021 - May 28, 2021

	May 28	April 30	Month Change
PORTFOLIO SUMMARY			
Net Portfolio Value	\$12,422,793.88	\$12,290,482.48	\$132,311.40 ▲
Your assets	\$12,422,793.88	\$12,290,482.48	\$132,311.40 ▲
Your liabilities			
Your Net Cash Flow (Inflows/Outflows)	(\$6,657.34)	(\$6,398.02)	
Securities You Transferred In/Out			
Subtotal Net Contributions	(\$6,657.34)	(\$6,398.02)	
Your Dividends/Interest Income	\$3,777.52	\$10,097.66	
Your Market Gains/Losses	\$135,191.22	\$419,199.84	
Subtotal Investment Earnings	\$138,968.74	\$429,297.50	

If you have questions on your statement, call 24-Hour Assistance: (800) MERRILL (800) 637-7455

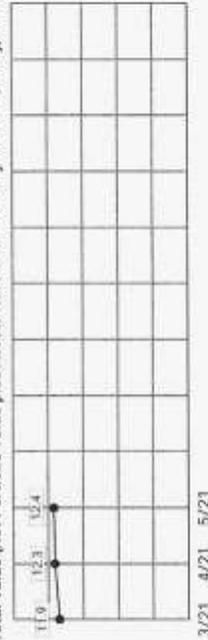
Investment Advice and Guidance: Call Your Financial Advisor

Your Financial Advisor:
LUBIN E MIRE JR
601 POYDRAS ST, SUITE 2500
NEW ORLEANS LA 70130
lubin_mire@merrill.com
1-504-586-7745

Up-to-date account information can be viewed at: www.merrill.com, where your statements are archived for three or more years.

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Total Value (Net Portfolio Value plus Assets Not Held/Valued By MLPF&S, if any) in millions, 2021-2021



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Primary Account: 594-02335

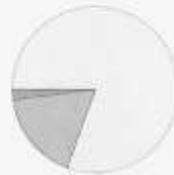
24-Hour Assistance: (800) MERRILL

May 01, 2021 - May 28, 2021

YOUR PORTFOLIO REVIEW

ASSET ALLOCATION*

* Estimated Accrued Interest not included; may not reflect all holdings, does not include asset categories less than 1%; includes the categorical values for the underlying portfolio of individual mutual funds, closed end funds, and UITs.



Current Value	Allocation
10,008,777.66	80.57%
2,147,805.50	17.29%
266,210.72	2.14%
\$12,422,793.88	100%

CURRENT INCOME



	This Report	Year To Date
Tax-Exempt Interest	2.67	8.26
Taxable Interest	3,774.85	1,401,661.3
Tax-Exempt Dividends	-	-
Taxable Dividends	\$3,777.52	\$1,401,774.39
Total	\$3,777.52	\$1,401,774.39

Your Estimated Annual Income **\$194,956.60**

TOP FIVE PORTFOLIO HOLDINGS

Based on Estimated Market Value

Current Value	% of Portfolio
3,165,669.00	25.48%
2,905,729.76	23.39%
2,131,276.80	17.15%
966,758.25	7.78%
710,148.61	5.71%

	This Report	Last Report	Previous Year End
S&P 500	4,204.11	4,181.17	3,756.07
Long-Term Treasury Bonds	2.28%	2.30%	1.64%
One-Month LIBOR	.09%	.11%	.15%
NASDAQ	13,748.74	13,962.68	12,888.28

+ 001

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MERRILL LYNCH
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24-Hour Assistance: (800) MERRILL

Net Portfolio Value: **\$12,422,793.88**

Your Financial Advisor:

LUBIN E MIRE JR
601 PONDRAIS ST. SUITE 2500
NEW ORLEANS LA 70130
lubin_mire@merrill.com
1-504-586-7745

Account Number: 594-02335

Online at: www.mymerrill.com
MILITARY ORDER OF THE WORLD
435 N LEE ST
ALEXANDRIA VA 22314-2301

Managed Account

This account is enrolled in the Merrill Lynch Investment Advisory Program

May 01, 2021 - May 28, 2021

	This Statement	Year to Date
Opening Value (05/01)	\$12,290,482.48	
Total Credits	3,777.52	387,630.67
Total Debits	(6,657.34)	(664,811.78)
Securities You Transferred In/Out	-	6,977,953.97
Market Gains/Losses	135,191.22	1,299,363.41
Closing Value (05/28)	\$12,422,793.88	

	May 28	April 30
ASSETS		
Cash/Money Accounts	266,210.72	269,090.54
Fixed Income	-	-
Equities	-	0.07
Mutual Funds	12,156,583.16	12,021,391.87
Options	-	-
Other	-	-
Subtotal (Long Portfolio)	12,422,793.88	12,290,482.48
TOTAL ASSETS	\$12,422,793.88	\$12,290,482.48

LIABILITIES	
Debit Balance	-
Short Market Value	-
TOTAL LIABILITIES	\$12,422,793.88
NET PORTFOLIO VALUE	\$12,422,793.88



This statement is eligible for online delivery. Go to ml.com/gps/gpsaccess or scan this code with your phone's camera to get started.

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MILITARY ORDER OF THE WORLD

Account Number: 594-02335

24-Hour Assistance: (800) MERRILL

Managed Account

May 01, 2021 - May 28, 2021

CASH FLOW	This Statement	Year to Date
Opening Cash/Money Accounts	\$269,090.54	
CREDITS		
Funds Received	-	12,538.00
Electronic Transfers	-	234,918.28
Other Credits	-	247,456.28
Subtotal	-	
DEBITS		
Electronic Transfers	-	(515,355.99)
Margin Interest Charged	-	
Other Debits	-	(133,128.64)
Visa Purchases	-	
ATM/Cash Advances	-	
Checks Written/Bill Payment	-	
Advisory and other fees	(6,657.34)	(16,327.15)
Subtotal	(6,657.34)	(664,811.78)
Net Cash Flow	(\$6,657.34)	(\$417,355.50)

OTHER TRANSACTIONS

Dividends/Interest Income	3,777.52	140,174.39
Dividend Reinvestments	(0.13)	(47,041.53)
Security Purchases/Debits	-	(11,903,518.36)
Security Sales/Credits	0.13	12,406,176.72
Closing Cash/Money Accounts	\$266,210.72	

Fees Included in Transactions Above
Commissions/Trading Fees

	-	(2,500.80)
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ASSET ALLOCATION*

* Estimated Accrued Interest not included; may not reflect all holdings; does not include asset categories less than 1%; includes the categorical values for the underlying portfolio of individual mutual funds, closed end funds, and UITs.



DOCUMENT PREFERENCES THIS PERIOD

	May	Online Delivery
Statements	X	
Performance Reports	X	
Trade Confirmations	X	
Shareholders Communication	X	
Prospectus	X	
Service Notices	X	
Tax Statements	X	

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JUDGE ADVOCATE GENERAL | ANNUAL REPORT

It would be an understatement to say that this has been an unusual past year since the last National Convention in 2019. A meeting that inspired expectations of exceptional continuity and a new venue for 2020. Then the full force and effect of the pandemic struck closing down just about all activities nationwide, including the 2020 National Convention sponsored by the Detroit Chapter.

As a result, EXCOM meetings were held virtually. As JAG, I participated in all. Perhaps the most significant was the April 16, 2021, meeting in which the upcoming convention was under consideration. During the past year, frequent consultations were held with the AJAG who heads a major Las Angeles law firm. It is my opinion that with his support, and that of his staff, we were able to submit several comprehensive legal opinions for the Order. This is apparently the first time that such coordination has occurred between the JAG and the AJAG, most likely due to our long-standing friendship extending back to the early to mid-sixties, when we were both law students participating in the Army's Excess Leave program. During law school recesses, we were assigned to the Staff Judge Advocate's Office at Ft. Dix, New Jersey. That led to our working on legal matters together and forming a bond that persists to the present.

In response to the request for a legal opinion regarding the possibility of attending the 2021 National Convention, we submitted our opinion based upon then current medical findings and recommendations of the CDC. Citing the MOWW Policy Manual, the Strategic Plan 3 step process was utilized to evaluate the current situation and reach a consensus for the good of the Order. Applying this process and bound by the mandate of Ch. 2, C(e), which provides, "The JAG is responsible for preserving and protecting the Order..." we concluded that, based upon then current evidence, it was not prudent to recommend participation in the scheduled 2021 National Convention.

As EXCOM voted to hold the Convention as scheduled, with my vote in opposition, and consistent with my oath as an attorney, we hope that all attending will fully participate in the scheduled activities, that the Convention is a success and that no one incurs any adverse effects or contracts a COVID related disease.

FOR THE GOOD OF THE ORDER

ANDREW J. RODNITE, JD, MAJ, USA (Ret)
Judge Advocate General, MOWW

SURGEON GENERAL | ANNUAL REPORT

The past year has been one of medical intensity, adaption to reality. The organization has followed the national COVID-19 regulations in all its efforts. Most planned meetings have been via zoom instead of face to face. The leadership is to be commended for its ability to keep the organization responsive to its mission and the meeting of commitments.

While carefully monitoring conditions and taking advantage of vaccination availability, plans are going forward to have a face-to-face convention this August, at Detroit, MI. All CDC recommendations will be followed, including vaccination guidelines, distancing, and sanitation regulations. A safe, productive event is predicted, along with the full cooperation of the hotel chosen.

FOR THE GOOD OF THE ORDER

ROBERT E. MALLIN, MD, CPT, USA (Fmr)
Surgeon General, MOWW

CHAPLAIN GENERAL | ANNUAL REPORT

Below are highlights of the major themes from each Chaplain Pulpit article written throughout the year. My prayer is that you found the messages helpful, inspirational, and a source of encouragement, hope, and strength.

- July-August 2020—God Is Our Strength.
 - King David’s response during a very tragic situation, a time of stress and trouble, serves as an example for us. The first thing David did was turn to God to give him strength. “David strengthened himself in the Lord his God (1 Sam 30:6). We should do no less.”
- September-October 2020—Faith-Fueled Confidence in God.
 - “A faith-fueled confidence in God leads to a regular pattern of fellowship with Him. Through this personal and intimate fellowship God shows us the path of life.”
- November-December 2020—2020...The Final Stretch.
 - “We can be certain of this: God is in control of the final stretch of 2020, and beyond.”
- January-February 2021—Certainty in Uncertain Times.
 - “Hope in God is the anchor of the soul, and together both sure and steadfast (Heb 6:19). Times of uncertainty do not change the hope God has given us in the Scriptures. Instead, they lead to the rejoicing of better days to come.”
- March-April 2021—Defining Moment.
 - “The evolution of changing hearts and minds takes time, but I promise you as you go about your daily life, every step walking in His light, showing the best of our humanity, and trusting Him completely, will be your defining moment.”
- May-June 2021—Our Spiritual Foundation.
 - “God’s word will help us to both weather and even prevail over the fiercest storms because our spiritual foundation is strong and enduring because it comes from God’s word.”

FOR THE GOOD OF THE ORDER

CHERYL D. BRADY, LTC, USA (Ret)
Chaplain General, MOWW

HISTORIAN GENERAL | ANNUAL REPORT

No report received.

FOR THE GOOD OF THE ORDER

ARTHUR B. FOWLER III, LTC USA (Ret)
Historian General, MOWW

GENERAL STAFF OFFICER | COL TULAK ANNUAL REPORT

Strategic Goal 1 (SG-1). Recruit, Convene & Involve Companions.

Over the last operating year 2020-2021, the COVID-19 pandemic that originated in Communist China presented many challenges to our recruiting efforts, as well as our ability as an Order to conduct activities that provide fulfilling experiences for our Companions. For many Chapters, retaining regular members during this period was challenging without the traditional activities to keep them engaged, and membership attrition continued unabated. The twin Mission Critical Tasks of Recruiting and Retention therefore became a priority for the Order. This priority called for a critical organizational self-assessment at every level of the Order to shift to a more proactive stance, and to organize for these tasks. Over the last operational year, *The Officer Review*® magazine included several articles focused on Recruiting and Retention.

The starting point for successful Chapter recruiting was identified as an organizational assessment that would include a serious mission analysis of what the Chapter can accomplish, the area of operations, the necessary resources, and necessary preparations and training to field an effective team. From this assessment follows a deliberate effort to organize for recruiting, developing the recruiting plan, and training and preparation. These are all elements of the Chapter Action Plan, focused on accomplishing the Order's strategic goals, with a clear focus on SG-1, which ensures the preservation of the Order to continue its mission of service into perpetuity.

The linkage of efforts made in pursuit of Strategic Goals 2-6 and successful recruiting and retention (SG #1) was examined in a practical way, with the view towards how measurable activity in pursuit of these strategic goals enabled Chapters to be more effective and persuasive in both recruiting and retention. Chapters that are failing to make progress toward the strategic goals 2-5 will find recruiting and retention is harder to do, and a perfect demonstration of "organizational inertia" degrading performance as an organization is either moving out in the field of action, or it is hiding in the comfort and safety of the forward operating base. Vibrant organizations are more satisfying, and their members' testimonies more compelling, than are those organizations who are not moving and accomplishing organizational goals.

Chapter management and leadership functions, with an eye to leveraging the staff was reviewed with practical steps Commanders should take to ensure that recruiting and retention are priority tasks to be tracked, assessed, and aggressively pursued. These are Commander and Staff tasks, that both enable operations planning, and ensure proper execution of activities that keep Companions engaged. Companions who are engaged, are more apt to be satisfied that their membership and volunteering is making a difference. The need for additional staff meetings, outside the general Chapter meetings, was identified as a way to lead from the front. One of the main messages of the series of articles on recruiting and retention over the last year is that failing to plan for recruiting and retention is the same as planning to fail at these tasks, and so deliberate planning requires setting aside time to do it. The challenge of doing these tasks in a volunteer organization were examined and shown to be manageable.

Assigning responsibilities for recruiting and retention and getting individual Companion commitment were highlighted as being among the first steps once the organizational assessment was completed. Training and mentoring Companions for recruiting was also identified as an often over-looked, and yet critical component to success, as proven by the examples of other Veterans Organizations who attribute their recruiting success to recruiter training. Recognizing Companions for their efforts in volunteering, recruiting, and membership longevity has been shown to be directly related to achieving SG #1, as those Companions who are getting results are just a fraction of the "effectives" who report for duty and attend meetings and events.

Successful Application

The Hawaii Chapter is putting these principles into action. Recruiting is a required agenda item for all meetings. Recruiting for 2021 has resulted in the Captain Gaylord Dillingham Memorial Chapter exceeding

its recruiting goal by 400%, during the pandemic! The new members are already raising the energy level of the chapter and expanding the number of “effectives” who are available for activities and engagement in the community.

A renewed attention to recognizing Companion excellence led to the development of Chapter certificates to accompany the award of the Recruiting Numeral Device to be worn on the ribbon drape of the miniature Membership Medal (MMM) or ribbon bar. In support of retention, Chapter level certificates were developed to recognize achieving membership milestones with the presentation of the Bronze, Silver, and Gold Hourglass Devices. These certificates are printed on the blank MOWW certificate form, and have been well-received, with the devices themselves paid for by the Chapter and purchased through the MOWW Store.

Officer Training, previously neglected, is now incorporated into meetings, and has been well-received, as incumbents better understand their tasks and responsibilities, as well as those of others. Having started with an initial focus on the basics, training will move towards preparing Companions for successful contributions to each of the Strategic Goals, with continuous attention to recruiting.

FOR THE GOOD OF THE ORDER

ARTHUR N. TULAK, Ed. D, COL, USA (Ret)
General Staff Officer, MOWW

Enclosures

1. Longevity Hourglass Device Certificate, MOWW Membership Medal
2. Recruiting Numeral Device Certificate, MOWW Membership Medal

Enclosure 1. Longevity Hourglass Device Certificate, MOWW Membership Medal

The Military Order of the World Wars



PRESENTS THE
SILVER LONGEVITY HOURGLASS DEVICE
TO
COLONEL STEVE CANYON, USAF (RET)

COLONEL CANYON DISTINGUISHED HIMSELF BY SERVING SELFLESSLY AS A COMPANION IN GOOD STANDING FOR ELEVEN YEARS, THEREBY STRENGTHENING THE COMPANION TEAM AND CONTRIBUTING TO THE MILITARY ORDER'S VIBRANCY AND LONGEVITY. THE SINGULARLY DISTINCTIVE ACCOMPLISHMENTS OF COLONEL CANYON REFLECT GREAT CREDIT UPON HIMSELF AND THE MILITARY ORDER.



John Q. Public
JOHN Q. PUBLIC, COLONEL USAF (RETIRED)
COMMANDER, EXCEPTIONAL CHAPTER
REGION IV (MOWW)

14 MAY 2021

Enclosure 2. Recruiting Numeral Device Certificate, MOWW Membership Medal



GENERAL STAFF OFFICER | COL MAHON ANNUAL REPORT

No report received; no assignments were given.

FOR THE GOOD OF THE ORDER

CHRISTINE F. MAHON, USAR, COL, USA (Ret)
General Staff Officer, MOWW

GENERAL STAFF OFFICER | CDR PARSONS ANNUAL REPORT

ASSIGNMENTS

- My mission as a GSO is to support Region XIV chapters as needed and as directed by VCINC McConnell to monitor, mentor, and assist. General Lebidine, Region XIV Commander, and VCINC McConnell asked me to assist numerous chapters. My assistance to these chapters included encouragement and suggestions through phone conversations, emails, and Tiger Team visits throughout the year while keeping the Region Commander and VCINC informed.
- We also needed to execute the new chapter assessment and Tiger Team procedures developed over the last year or more.
- As Southern California Tiger Team Leader with my team of Brig Gen Dan Pemberton, CSM Jon Church, and VCINC John McConnell, our observations and recommendations this year relate to chapters revisited or new to visits. These are based in part on discussions with chapter leaders, our Region Commander, my VCINC, and Tiger Team members.

INITIATIVES

- My initiatives or new activities this year revolved almost completely around two areas. One was Tiger Team reformation and visits to three chapters. Then, after providing our Post Visit team report to the chapter commanders, Region Commander, and VCINC, our team followed up multiple times with each of the chapters to monitor and suggest improvements.
- The other initiative involved reorganizing my thinking and planning to assist chapters and my Region Commander through the COVID 19 pandemic. Therefore, I held or participated in many Zoom meetings and phone calls.

OPERATIONAL RESULTS

- Tiger Teams find two major problems with chapters on watch or in crisis. They do not have a leadership ladder or succession plan. They also are not recruiting enough companions who would be willing to be trained to become officers.
- As all know, many chapters have a low number of active companions thereby restricting major activities and programs.
- Yet, those with few active companions, even chapters evaluated in crisis, have passionate and competent officers who serve our veterans, youth, and outreach programs. Their service is not only commendable but needed, even if a chapter is reorganized.
- All also know that recruiting, engagement, and retention of companions will alleviate commander and chapter stress. Ideally, those recruited are available and young enough to actively serve.
- After many months of discussions at all levels, EXCOM approved the closure of three more chapters.

RECOMMENDATIONS

- Solicit feedback from chapter commanders on implementation and use of the self-assessment tool and how to improve the Tiger Team visits and assistance. Then, where appropriate, revise the Policy Manual procedures.

- While monitoring chapters, assist or intervene early in areas needing help, thereby avoiding unnecessary chapter stress, and also thereby allowing continued outreach service to others based on our Order's strategic goals.
- Continue GSO personal assistance by communicating regularly and addressing needs of chapters assigned or referring them to others, particularly those who are on watch or crisis status.
- Communicate with region and department commanders to provide other resources to their chapters.
- Remind commanders of the many resources available through our national website.

FOR THE GOOD OF THE ORDER

GEORGE T. PARSONS, CDR, USN (Ret)
General Staff Officer, MOWW

GENERAL STAFF OFFICER | CDR LEWIS ANNUAL REPORT

No report received.

FOR THE GOOD OF THE ORDER

CDR RALPH D. LEWIS, CDR, USCG, (Ret)
General Staff Officer, MOWW

GENERAL STAFF OFFICER | LTC MAS ANNUAL REPORT

OVERSIGHT OFFICIAL: VCINC BG Perez

In keeping up with the MOWW strategic Goals and Objectives for OY 2021, below is my General Staff Officer report.

- In support of our National Strategic goals, recruiting of new members was my top priority throughout last year. Despite of the difficulties brought about by the COVID pandemic, I recruited one perpetual member for our local chapter.
- During the spring semester 2020-2021, I coordinated with the ROTC / JROTC leadership units within my area for the presentation of ROTC / JROTC certificates and medals. As part of these efforts, I coordinated with the Professor of Military Science, University of Puerto Rico, Rio Piedras Campus to be our guest speaker at the May 2021 General Membership Meeting as the ROTC program just celebrated the 100th year anniversary. At the same time, the local chapter presented the Silver Patrick Henry medal to the top Senior Year Cadet in recognition for his achievements as a distinguished graduate.
- During the past year, I assisted numerous Companions, widows, and members of our veteran's community in preparation and claims processing with the Department of Veterans Affairs.
- Because of the COVID pandemic, most communication and outreach were conducted via zoom meetings and other electronic means of communication. However, despite the pandemic, OY 2021 was an exceptional year in continuity of operations and supporting our MOWW strategic goals.

Thank you for your leadership and for the opportunity to serve.

FOR THE GOOD OF THE ORDER

JORGE L. MAS, LTC, USA (Ret)
General Staff Officer, MOWW

COMMANDER, REGION I | ANNUAL REPORT

REGION I STAFF:

- LTC Fred Maguire, Deputy Region Commander; LTC David Anderson, Region Adjutant & Treasurer, & CAPT Harry Weinberg, MA Dept Commander.

GENERAL SUMMARY:

- Although MOWW Region I has the smallest number of chapters, its companions are very cohesive in supporting all seven MOWW Chapters in the five New England States, (three chapters in Massachusetts, one chapter each in Maine, New Hampshire, Rhode Island, and Vermont)—MOWW Region I constitutes one large chapter and six small chapters, many of which are founding chapters of the Order, including the Greater Boston Chapter, chartered in 1919, the second oldest in the Order, and the Worcester and Maine Chapters with over 95 years of service to the Order.
- All the chapters support the MOWW Strategic Goals, with varying degrees of success. The Greater Boston Chapter has continually exceeded expectations. Two small chapters, Maine & Worcester (MA), meet expectations. However, the other four chapters, Cape Cod-MA, Granite State-NH, Narraganset Bay-RI, and Green Mountain-VT are underperforming below expectations.

CONDITIONS:

- Consistent with the six MOWW Strategic Goals, a viable chapter in the Order needs to maintain chapter member sustainment, leadership succession, program and activities, outreach, and recognition. COVID-19 restrictions for the chapters in Region I the past year have reduced its meetings, activities, and programs, especially for the small chapters. The region's Youth Leadership Conference(s), ROTC and JROTC support, and Scouting recognition programs have continued, but at a reduced and virtual level.
 - The Greater Boston Chapter continued its scheduled meetings, despite the current restrictions using videoconferencing. Across Region I, companion participation in patriotic activities and programs was reduced significantly, as many events were cancelled. As activity and recruiting opportunities were reduced, recruitment suffered. COVID-19 restriction had the most negative effect on the four at-risk small chapters. As most of the New England States were under quarantine, meeting locations were closed, and travel was restricted or prohibited until late Spring. These four chapters struggled due to the availability of too few active Companions, increased Companion age, mobility restrictions, and lack of past activity. In addition, their limited knowledge of virtual options left them further isolated and unable to function as in the past. COVID-19 restrictions prevented Region I from present an award to a US Coast Guard Graduate under the Captain Charles Avery Satterlee (USCG) Fund this year. This award will be presented to the US Coast Guard Academy in the future.
 - To improve Region I communication, a bi-monthly "Commanders Call" hour-long virtual meetings with the chapters was held every other month. The Region I's Mid-Term meeting in December and the Annual Meeting in June on the "Zoom" platform was well attended. Virtual meetings do not replace a face-to-face-meetings, but do provide a regular opportunity for communication, support, and the sharing of ideas with those who would otherwise be unable to participate. It is expected that the small chapter participation in these meetings will assist them in the use of this technology for their chapters. The Greater Boston Chapter had the most success in utilizing virtual technology with the participation of eight guest speakers, and over fifteen ROTC/JROTC cadre, cadet, and midshipmen in these meetings. COVID-19 restrictions prevented face-to-face participant awards but enabled participation and attendance of companions in its own and other states. The Greater Boston Chapter will continue to utilize videoconferencing in future face-to-face meetings to keep connect as many Companions as possible. I expect that once COVID-19
-

restrictions are lifted, MOWW Chapter Activities will improve to pre-COVID levels. MOWW Region I is establishing a permanent MOWW display cabinet at the Massachusetts National Guard Headquarters, at Hanscom Air Force Base. This display will reflect the mutual relationship of both organizations during the past 100+ years utilizing memorabilia, documents, and images of our mutual past and future. This will keep a positive MOWW presence in a visible location, contributing to the recruitment of future Companions in the Order.

CHAPTERS: The following summary evaluation for each Region I Chapter is noted: KEY: LC = Large Chapter [>100]; MC = Mid-Size Chapter [50-99]; SC = Small Chapter [≤50 10-49] (EE) = Exceeds Expectations; (ME) = Meets Expectations; (BE) = Below Expectations; (CC) = Close Chapter

- Greater Boston, MA- LC (EE): The Greater Boston Chapter, the previous recipient of the GSA Pershing Award, with a new commander, COL Raoul H. Alcalá, has continued an active program of meetings with guest speakers, staff meetings, and youth leadership outreach despite COVID-19 restrictions. The chapter leadership and staff has maintained a high level of participation and activity in its programs. As in-person meetings were not possible, the scheduled meetings with guest speakers were conducted virtually. ROTC meeting participation increased, and chapter Companions in distant locations were able to attend and participate. The Boston Chapter recruited four new Companions this year. The Greater Boston Chapter published a detailed and comprehensive monthly newsletter and often published Region I chapter information. It developed an excellent press release program. Although chapter Companion's participation in veteran and patriotic events was down, youth leadership outreach was maintained. The Greater Boston Chapter offered and extended support to other chapters in the region.
- Worcester, MA – SC (ME): The Worcester chapter maintained an active program for its companions and meets its objectives despite COVID-19 restrictions. Its commander demonstrates strong leadership and is a fine example of a chapter commander of a small chapter. He conducts regularly scheduled staff and chapter meetings. Outreach youth leadership programs have been maintained and have expanded to the JROTC Programs in Western Massachusetts. Although they do not have a newsletter, effective member communication is present through e-mails and regular communication. This is a prime example of a small chapter making use of its resources and continually improving. Chapter Commander, LTC David Anderson, has done a superb job in holding meetings with speakers, and reaching out to youth leadership programs outside his area in Western Massachusetts. This chapter has provided 96 years of service to the Order. The Worcester Chapter continually strives to improve, but its greatest need is to develop a leadership succession plan.
- Cape Cod, MA – SC (BE): The Cape Cod Chapter, founded in 1947, has had little activity since the passing of CDR Robert Gillen, its primary supporter and sponsor for many years. Current Chapter Commander, CAPT John F. Carey, recently retired from the US Navy Reserve and a practicing attorney, demonstrates strong leadership. He is committed to lead the Cape Cod Chapter to MOWW standards. Although the chapter has not met this OY, the chapter commander has identified several potential new members who he feels will join once the chapter is able to meet. The ROTC outreach has been maintained, but support for JROTC & scouting programs has not been. This is clearly a chapter "At Risk!" Current leadership is committed to turning this situation around. Region I leadership will monitor this chapter and identify areas that require region support. This chapter needs to establish regular communication with members. I believe that this chapter needs to schedule virtual meetings.
- MG Joshua Chamberlain Chapter, ME – ME: The Maine Chapter continues to meet MOWW youth leadership, patriotic, and members' objectives. The chapter commander ensured regular contact with the Companions was maintained despite Maine's large geographical area and the COVID-19 Quarantine with regular phone and e-mail communications. Chapter Commander, CPT Alan Johnson demonstrated strong leadership despite service-related medical issues limiting his physical participation. The chapter's outreach efforts, especially in support of its scouting

programs, have increased. Chapter has a long tradition (>95 years) of being active and serving others. Addressing chapter sustainment and additional leadership are the near-term concerns bearing upon the future success of the chapter. The chapter can continue at the current level, but will need additional active, supporting members to succeed. The chapter needs to identify and support future leadership.

- Green Mountain Chapter, VT – SC (BE): The Vermont Chapter has strong leadership and supports Vermont’s MOWW youth leadership, patriotic, and members’ objectives. However, the chapter meetings and members participation beyond the YLC arena are limited. The primary focus of the chapter consists of a close affiliation with Norwich University and the MOWW Region I /Norwich Youth Leadership Program. Chapter Commander, LTC Mike Jarvis, in close collaboration with Norwich University, manages an award-winning YLC program. His current replacement as chapter commander is a temporary measure. The YLC and the chapter will not survive in the long-term unless chapter sustainment, succession, and leadership requirements are met. LTC Jarvis is looking for the future chapter leadership to come from the Norwich YLC relationship. This is also a chapter “At Risk.” The chapter will work closely with Norwich University to ensure the MOWW YLC Program continues.
- Granite State Chapter, NH – SC (BE): The New Hampshire Chapter as had little or no chapter activity and is not meeting MOWW Objectives. The living membership strength is eleven. It is the highest “at-risk” chapter in the Region. This chapter will close if nothing is done. The current commander of 28 years, LTC Joseph Decant, is ill and unable to perform the duties of chapter commander. His daughter, CPT Denise Dechant, chapter treasurer, is willing to continue her current duties and support outreach, but new membership and leadership is required. A current companion of the Greater Boston Chapter, LTC James Marques, a former NH native, has agreed to become involved, transfer his Boston Membership to NH, and get fellow military associates to become involved. Officers of the NE AUSA have agreed to support this effort.
- Narragansett Bay Chapter, RI – SC (BE): The Narragansett Bay (Rhode Island) chapter has had a long strong history of meeting MOWW objectives. Despite having no chapter meetings, the chapter outreach for its youth leadership obligations has been met. Its active living membership is borderline. The sudden resignation of its chapter commander in the middle of the year, placed the chapter immediately “At Risk.” The chapter Treasurer, Col Leo Fox, demonstrated strong leadership by stepping up to assume the role of Chapter Commander. This is only a short-term solution as Col Fox is at an advance age. The immediate priority for both the chapter and region is membership and leadership.

CONCLUSION:

- Small four chapters of 25 living members or less in Region I are “At Risk” Chapters. With only one large chapter in the region and six small chapters, Region I has limited resources to call upon to create four Tiger Teams for the “At Risk” Chapters and their additional administrative requirements. However, it will extend support whenever possible to these chapters.
- Aging leadership, minimal chapter activity, reduction in active members, and the absence of recruitment are the primary issues facing these chapters. The Region’s regular scheduled virtual “Commander’s Call meetings” along with the scheduled Region meetings in December and June have full chapter participation and involvement and provide a positive groundwork for future MOWW activity. A MOWW Region I Action Plan for the next two years, especially tailored for small chapters “At Risk” is being developed to build on this mutual communication and cooperation for increased activity, camaraderie, and potential new members.

MOWW REGION I ACTION PLAN:

- MOWW Region I will develop a two-year action plan in accordance with the six MOWW Strategic Goals to address the needs of the region and to address the specific immediate needs of the four underperforming chapters.
- Each action plan will address chapter sustainment, leadership succession, chapter activities, outreach, and recognition of the following objective guidelines:
 - Increase membership one companion (at least 4% of living members) each year.
 - Conduct four meetings per year (2 in Fall & 2 in Spring) (virtual and or physical) (Although this is below six meetings guidelines, it is more attainable for small chapters below 25 living members.)
 - Ensure Outreach for ROTC, JROTC, & Scouting.
 - Identify chapter leadership succession.
 - Ensure IRS Compliance.
 - Ensure Companion recognition.

YOUTH LEADERSHIP

- The MOWW Region I / Norwich Youth Leadership program (YLC) is conducted from Friday afternoon to Sunday afternoon. MOWW Region I Chapters fund this program on a prorated basis. Norwich University, under its admissions office, provides the logistics, support, liability coverage of the Leadership Challenge Weekend by using 10-12 senior cadets as cadre, involving physically challenging events, water survival instruction, climbing wall practice, and a leadership reaction course for attending students. The YLC component is conducted by its director, LTC Michael Jarvis, supported by BG Tom O'Donovan, and often a third instructor from within Region I. The TLC consists of seminars on citizenship, leadership, free enterprise, a patriotic knowledge test, Personal Financial Management, Honor & Ethics, Cyber Security, and The Citizen Soldier.
- Under COVID-19 restrictions, the New England Youth Leadership Conference (NEYLC) conducted by the Green Mountain Chapter at Norwich University scheduled two virtual sessions for 22-24 January 2021 and 26-28 March 2021. As fewer than a required number of students completed the required 500-word essay on the "Bill of Rights" and participated in the virtual class program in January 2021, the March 2021 class was cancelled. A virtual class program does not replace an in-person hands-on program. Norwich is expecting to offer again two hands-on YLC programs in January and March 2022.

FOR THE GOOD OF THE ORDER

LAWRENCE A. WILLWERTH III, COL, USA (Ret)
Commander, Region I

COMMANDER, REGION II | ANNUAL REPORT

OVERVIEW

- Region II consists of the states of Kentucky, Indiana, Ohio, Michigan, Illinois, Wisconsin, Iowa, Minnesota, South Dakota, and North Dakota. There are three chapters in Kentucky, one in Illinois and one in Michigan. The region now has three very active chapters and two moderately active chapters. Region II officers are Commander: BG Charles D. Estes, Deputy Commander: COL Michael Peck, Region II Scout Coordinator: COL Walt Meinshausen.
- Region II has five chapters, all of them supporting the CINC's goals to varying degrees and faithfully executed the tenants of the Preamble to the best of their ability. The accomplishments of the chapters surpass what would normally be expected by the actual number of active companions. Other than COVID-19, the general problem still plaguing the region, and probably the Order, is the advance aging of our companions and apathy. We are attempting to get an influx of new and young blood, but it is a tough uphill struggle.
- Region II's regional conference, was held in Ft. Knox in May 2021.
- Region II closed Frankfurt, Cleveland, and Greater Indiana Chapters effective 30 June 2020. The majority of the members were transferred to Ft. Knox Chapter.

CHAPTER ACTIVITIES

- MG Ben Butler Chapter (240) Commander: CAPT Jeff Daus, USN (ret); Louisville Chapter (077) Commander: CPT Ernest Wallace, USA (ret).
 - These two chapters are in the Louisville, KY area but due to local COVID-19 restrictions have not met in person. Periodic checks were made with Companions throughout the year. Additionally, Community events (Off-Site) have also been severely restricted due to mandated 'quarantine.'
 - The chapters did participate in a 'Modified' Louisville Veterans Day Parade, without the usual Massing of the Colors. Following the 'parade' there was a Chaplain blessing of the colors, which were not present.
- Ft. Knox Chapter (239) Commander: BG Charles D. Estes, USA (Ret).
 - Ft. Knox Chapter meets on the third Tuesday each month and publishes a monthly newsletter. Due to absorbing members from the three closed chapters, Ft. Knox Chapter is now a medium chapter. The chapter has met in person 11 times this year. The exception was due to an ice storm which closed the post. Guest speakers have included the Lincoln Trail Boy Scout District head, the Radcliff, KY Chief of Police, Judge Shumate and 3 JROTC members from Ft. Knox High School.
 - Ft. Knox did not conduct any YLCs. Ft. Knox has supported ROTC/JROTC with 45 medals this year so far and will support both ROTC Basic and Advanced Camps from June through August (17 iterations). Ft. Knox has recruited one new member (PM) this year but has done a lot of recruiting. Ft. Knox has had 40 articles with photos printed in two local newspapers during this two-year span.

Frankfort, KY Chapter (238). Chapter closed 30 June 2020.

Greater Indiana Chapter (083). Chapter closed 30 June 2020.

Chicago Chapter (082) Commander: CW4 Richard E. Johnson, USA (Ret).

- Chapter has held five luncheon meetings this year. The attendance has been 24 to 35 members per meeting. They have also increased their membership through the year 2020/2021. At two meetings they had guest speakers. One of the speakers was the President, Bataan Death March Association, in Maywood, IL. Their bylaws were revised and reviewed by the chapter and went into effect in 2020.
- No YLS conference was held in 2021. Eagle Scout awards presented were 24. ROTC/JROTC awards were as follows, ROTC 61, JROTC 122 plus they again presented 50 awards to the Great Lakes Naval Graduating Class outstanding student. The chapter had a representative on the Lake County Veterans Assistance Commission as a representative for veterans affairs. For the 2021 Convention Chicago Chapter has committed 10 members to assist the Detroit Chapter at the convention.

Detroit Chapter (078) Commander: 2nd LT Mary Sue Layle, USA.

- Due to COVID-19 all in person meetings were cancelled. Detroit has continued to communicate with members. Phone and zoom meetings were established. The main topic discussed was continued planning for the 100th convention. Planning was made difficult by constant changing Covid guidelines from the state, the CDC, the Federal government. On 16 April 2021, the MOWW Executive Committee decided to hold an in-person convention. The convention team began readjusting tours, menus, attendance numbers and meeting rooms. The local restrictions are constantly changing. This keeps the convention team busy altering events. Letters were sent to possible sponsors to help defray costs. As time progresses more and more restrictions are either eased or lifted. Detroit Chapter looks forward to a very successful convention.
- Awards and medals were sent to ROTC & JROTC units requesting them. A total 28 awards were sent out. Recruitment is an ongoing goal. George Leichtweis has contacted an American Legion Post for Color Guard for the Convention and was told they have several members that qualify for MOWW membership, Names were obtained, and letters of introduction & applications were sent.

Cleveland, OH Chapter (080). Chapter closed 30 June 2020.

CONCLUSION

Region II has its problems, but overall, I am proud of the commitment of the companions that are active. Our YLCs are very well run and support to ROTC/JROTC is very good. We enjoy support from the local communities near Ft. Knox and the City of Louisville. Two local newspapers near Ft. Knox print every article/photo we submit. I will continue to work with on recruiting and to try to revitalize the remaining chapters.

FOR THE GOOD OF THE ORDER

CHARLES D. ESTES, BG, USA (Ret)
Commander, Region II

COMMANDER, REGION III | ANNUAL REPORT

Region III consists of the states of Delaware, New Jersey, New York, and Pennsylvania. Officers include Commander- COL Loren Weeks, Vice Commander- COL Robert Reese; General Staff Officer- LTC Carl Witte, Pennsylvania Department Commander- LTC Fred Lovelace; DE Department Commander LTC Robert McKennett, New Jersey State Department Commander LTC William Rapp, and New York Department Commander CAPT George Emmons.

I assumed Command of Region III, succeeding LTC Michael Wilgen, who had held command for the previous 14 years. During his tenure, the establishment of the New York and New Jersey Chapters and their growth is a testament to his dedication. As Chair of the Council Area Commander's, he assisted all regions and chapters throughout the Order. He often volunteered to assist the EXCOM, committees, and the Headquarters in the review and recommendations to policies, procedures, and Bylaws. He was instrumental in the MOWW-Pershing Rifle Group Affiliation and its Memorandum of Understanding.

I have been impressed with the spirit and accomplishments of the Chapters in the Region, despite the constraints imposed by the pandemic. Of significant note is the level of cooperation among the five chapters. It is my goal to continue to foster cooperation so that chapters can benefit from the knowledge and strengths of one another.

A hybrid style region convention was held on 20 April 2021 with Senior Vice Commander-in-Chief LTC (Dr) Michael Okin attending officiated. Colonel Okin conducted the Installation of Officers and then acknowledged the fine job the region was doing in supporting the mission of the Order. Region III was meeting recruitment quotas; Colonel Okin's guidance was that chapters must: 1) meet routinely, even if virtually; 2) keep Companions up to date with communication by newsletter and/or email.

My sincere gratitude to LTC Mike Wilgen immediate past Region Commander; COL Bob Reese, Region Vice Commander; LTC Carl Witte, Region GSO; LTC Paul Farinella, Region Treasurer; and the Chapter Commanders for their assistance to me during the transition. Also, my personal thanks go to all the commanders and Companions who unselfishly give of their time, effort, and funds to make Region III what it is today.

Philadelphia. COL Joe Kirlin is the Philadelphia Chapter Commander. This year the chapter meetings are held by teleconference. The chapter supports the Chapel of the Four Chaplains by attending special events such as the Dourdan's Foundation, Walk of Fame, and 70th Anniversary. The chapter provided monetary contribution in support to the Chapel as well as to the Philadelphia USO. Grants are provided to the Patriots Foundation, a program that originated at Fort Bragg, that awards scholarships to disabled veterans or children of deceased veterans.

Twenty-one ROTC Awards are presented. Eleven JROTC units are supported. Seven \$2,000 scholarships will be awarded. A Silver Patrick Henry Award was presented to a JROTC NCO instructor who has been a great contributor to the Youth Leadership Conference program for ten years. A Bronze Patrick Henry (BPH) was awarded to a Springfield Police Chief from Delaware County for his support of the Vietnam memorial. In support of Law and Order a BPH was presented to the West Chester University that provided support to the ROTC and National Guard programs, particularly during area unrest. One hundred thirty-five Eagle Scout certificates were awarded. The chapter is in discussion with ROTC and JROTC initiatives to see how support can be provided to such unique programs such as drill meets, Team Challenge, marathons, etc.

The Freedoms Foundation has temporarily replaced the three-day YLC with a nine-week one hour/week virtual program. There is no cost since it is being conducted virtually. In the Philadelphia area, many JROTC programs have been sidelined due to the pandemic. This is highly unfortunate, said Joe, as the cadets are paying the price. Last year the chapter hosted three one-day, Youth Leadership Seminars, for ninety-six JROTC students from eighteen high schools.

In 2020 the chapter conducted a Law-and-Order Luncheon, which sponsored nineteen area chiefs of police and officers from six different communities in Delaware and Chester counties. The Philadelphia Chapter-sponsored YLC for this March was rescheduled to this Fall.

Pittsburgh. BG Peter Bellisario is the Commander of the GEN Matthew B. Ridgway Pittsburgh Chapter. COL Bob Reese, Vice-Commander, is the chapter and region webmaster, author of the newsletter, and manager of chapter operations and activities. The chapter issued Certificates of Dedication to eleven Companions who achieved twenty-five years of service to the MOWW. A chapter Companion for a National Citation. Two articles were submitted and published in *The Officer Review*®. Four chapter meetings were held between October 2020 to April 2021. Four staff meetings were held from July 2020 to January 2021. Five newsletters and one bulletin were published. The chapter developed a recruitment plan resulting in five new members. They issued a Law & Order plaque to Fireman Robert Sutton along with an article and photos to the local news media. Two Eagle Scout certificates were awarded. Four historical Power Point presentations were developed that can be shown to high school and college level youth. Bob Reese provided editing, consultation, and production support for the development of three MOWW Youth Leadership video programs that chapters throughout the Order can use at YLCs and YLSs. The presentations can be accessed on YouTube, and on the Region III and Delaware websites.

New Jersey. BG Jeffrey Pierson has been Commander of the New Jersey Chapter since October 2018. The chapter's Scouting and JROTC/SROTC Programs are one of largest for a small chapter. Eleven Eagle Scout certificates were awarded, five to female Scouts. One hundred sixty-one Girl Scout Gold Awards were provided. One Bronze Patrick Henry and three Silver Patrick Henry awards were given. Four newsletters were published with a goal of publishing two more by years end. Two hundred thirty-three activities were performed. There are three new prospects for recruitment. Bill Rapp added that the Silver Patrick Henry awards were presented to three police officers from Summit, NJ, who performed life saving measures on a person under cardiac arrest. The chapter intends to also submit a National Law & Order Award for the three officers. When open, the chapter sends students to the Youth Leadership Conference at the Freedoms Foundation in Valley Forge, PA. Prior to the pandemic the chapter, along with the American Legion, hosts a Massing of Colors and Retirement of Flags Ceremony in the Summit, NJ, town square.

Four chapter Zoom meetings were held. They are looking forward to "in-person" meetings by this fall as more folks become fully vaccinated. Chapter Companions have voted to change the chapter name to the LTC Alfred Shehab Chapter. The proposal was submitted to and approved by the EXCOM.

Delaware. LTC Joe Effinger succeeded LTC Carl Witte as Chapter Commander on April 20th. Joe reported that the chapters key initiative is recruitment. The plan is to focus on the southern Delaware counties of Kent and Sussex. Dover AFB is in Kent County, and Sussex County are attracting military retirees form Dover and Fort Meade/DC areas. The official name of the Delaware Chapter is the "Delaware Bicentennial Wilmington Chapter." We have, heretofore, referred to ourselves as the "Wilmington Chapter." However, since persons from outside the Wilmington area zip codes do not identify themselves with "Wilmington," it would not help contribute to our recruitment initiatives to continue to refer to ourselves as the "Wilmington Chapter. Consequently, we are petitioning the EXCOM IAW the MOWW Policy Manual to change our chartered name to the "Delaware Chapter." In related news, the chapter recruited five new Companions, none of whom live in Wilmington.

The chapter supports eighteen JROTC units and two SROTC units. Typically, all awards are presented "in-person." However, because of the pandemic many of this springs JROTC awards programs are uncertain. Regardless, to date, we have sent awards to seven high schools, and will be supported both the Air Force and Army ROTC awards programs at the University of Delaware. The chapter has established affiliations with local Sea Cadet and Civil Air Patrol units.

The chapter took the lead in developing three Youth Leadership videos that can be presented as a supplement to a virtual or "in-person" Youth Leadership Seminar. The videos can be accessed on YouTube at: "moww youth leadership," and on the Delaware Chapter and Region III web sites. Region Senior Vice Commander, Bob Reese has been of considerable support in the development and publication of the

videos. The videos are published as a Region III initiative. The first: “How to be a Great Leader” is dedicated to LTC Pete Straub, who was the Chair of the Patriotic Education Committee for many years and is responsible for many of the Youth Leadership Conferences throughout the country—to include the Freedoms Foundation in Philadelphia. The second, “The Power of Communication, Coordination, and Cooperation,” is dedicated to Past CINC LTC Ruth Hamilton, a former Adjutant of the New Jersey Chapter. The idea for the title for the second video was her idea. Video III, “Success Principles for Leadership & Life,” is dedicated to MAJ Bill Magill, a long-time Chair, Youth Leadership Program, for the Philadelphia Chapter.

The chapter provides support to the Delaware Military Heritage & Education Foundation (DMHEF), whose key current initiative is the development of the Delaware Military Museum. Companion Bill Conley is a driving force behind the memorization and dedication of local Revolutionary War history. LTC Conley was presented with a National Citation at the chapter meeting. MAJ Kevin Conley manages a veteran center that houses and assists at-need veterans. Major Conley is the chapter’s newest Companion. A Gold Patrick Henry was presented to COL Earl Seppala for his many years of leadership to the chapter, region, DMHEF, other veteran service organizations and historical and cultural organizations.

The Chapter donated \$1,000 to a restaurant that provided meals to needy families during the pandemic.

New York: LTC Paul Farinella enters his fifth year as the Commander, COL Theodore Roosevelt Chapter. In spite of the COVID, it has been a good year for the NY Chapter. They just swore in their sixth new member. The NY Chapter will be awarding ten JROTC, and twelve ROTC medals and certificates. Also awarded will be ninety-six Girl Scout Gold awards, twenty-two Scout Eagle Awards, and one Silver Patrick Henry award. LTC Farinella is working with a Civil Air Patrol wing commander in Connecticut to establish an MOWW-CAP Affiliation. Having an affiliation with the CAP will not only recognize these fine young cadets, but also help promote the Order and provide recruitment opportunities. LTC Farinella has designed and made available patches with the MOWW logo that can be given to youth groups. He also has made available MOWW and Pershing Rifle metal grave markers that any Companion may use, assuming permitted to do so by the cemetery.

FOR THE GOOD OF THE ORDER

LOREN A. WEEKS, COL, USA (Ret)
Commander, Region III

COMMANDER, REGION IV | ANNUAL REPORT

The Coronavirus pandemic created some significant challenges for us this past year, negatively impacting Region IV, as it did most of the country. Last spring, just two months into the Coronavirus lock-down, long-time Region IV Commander, John Baumgarten, passed and the new commander was elected. At the end of the calendar year, Region IV suffered another loss. Our Treasurer, Joe Tarantino, passed away in late December. That left a void that but it is now being resolved now and a permanent Region IV Treasurer will be identified before the summer.

In February, our Region lost access to the continued effort of our Department of Southern Virginia Commander and Richmond Chapter Commander, Guthrie Ashton, due to his resignation from those duties. He continues to participate as a dedicated Companion but has decided to scale back on the number of duties he could undertake through the second half of the current Operating Year. One month later, Region IV faced the possible closure of one of our most productive Chapters, the Northern Virginia. When PCINC Russell Vowinkel, who had led that Chapter through a rebuilding phase to become one of the top-performing Chapters in our Order, moved out of the geographic area to address family challenges, that created a leadership gap that took us to the precipice of chapter closure. With the support of many of the North Virginia Chapter Companions who rallied to elect new leadership, we have stepped back from the brink and are moving in a positive direction.

In a year of upheaval and adjustment, Region IV donated 193% of our goal for the CINC's Solicitation and finished as the top MOWW Chapter again this year. We are looking forward to a very successful Annual Convention in August with three of our Companions appearing on the ballot for National Officer positions.

Some of our Chapter leaders have changed, either due to elections or resignation. Colonel Owen Waltman volunteered to fill the unexpected vacancy as Richmond Chapter Commander. In Lynchburg, the Virginia Piedmont Chapter held regular elections and at an in-person dinner meeting in April, I personally witnessed the installation of Commander Michael Reeves as Chapter President. The Northern Virginia Chapter held elections to fill the vacancy following PCINC Vowinkel's relocation out of the area. Colonel S. John Whidden was elected Chapter Commander in May and with the support of a superb staff of Chapter Officers and Companions, he has already begun developing a team of Companions that is expected to continue their active involvement with youth leadership programs in the area.

All of the Chapters within Region IV continued their interactions with youth leadership programs through the Operating Year. The level of in-person involvement was greatly reduced due to the restrictions driven by pandemic restrictions. Our Youth Leadership Conferences were held in abeyance, while our support for JROTC and Scouting programs continued remotely. Region Chapters provided awards in support of outstanding achievement by ROTC, JROTC and Scouts through the pandemic months. Now, we look forward to resuming the in-person activities that generate the greatest sense of accomplishment.

Finally, as a Companion within Region IV and now as Region Commander, I can say without any unequivocally that our Order has benefitted tremendously from the diligent and tireless efforts of Chief of Staff Brigadier General Art Morrill, who has announced that he intends to retire from that position later this year. As much as he has done for our Order, his physical presence in Region IV multiplies his impact above and beyond what he has contributed to the rest of the country. He will most certainly be missed. As it is similarly effective leaders, we are so much better now having had his input, his thumbprint and his feet firmly planted in the exact location whenever it has been needed. Region IV wishes General Morrill "fair winds and following seas" and many sunny days on the beach. Thank you!

FOR THE GOOD OF THE ORDER

EDWARD W. GANTT, CAPT, USN (Ret)
Commander, Region IV

COMMANDER, REGION V | ANNUAL REPORT

No report received.

FOR THE GOOD OF THE ORDER

MICHAEL W. CULBERTSON, SGM, USA (Ret)
Commander, Region V

COMMANDER, REGION VI | ANNUAL REPORT

Region VI is comprised of three chapters in Florida a new Cadre in Northeast Florida and one chapter in Puerto Rico. Unfortunately, two chapters relinquished their charter during the year. Both Bradenton-Sarasota and Miami requested and received approval from the EXCOM to cease operations. The three chapters holding regular meetings focused on the Strategic Objectives of The Order as well as Outreach Programs during the year. Many other activities that would have made the 2020-2021 year for the region outstanding were canceled due to the COVID-19 Virus. However, there were still several memorable events that took place during the year for which the Region can be proud.

No Region Conference was held in 2020. The Region conducted a ZOOM Meeting and extended the tenure of officers for the 2020-2021 operating year follows:

- Commander LTC Charlie Conover, USA (Ret)
- Senior Vice-Commander Lt Col Jim Warchol, USAF (Ret)
- Junior Vice-Commander LTC Steve Hodges, USA (Ret)
- Adjutant Mrs. Sheila Turpin, HPM
- Treasurer Capt Vern Elarth, USAF (Fmr)
- Department of Florida Commander: MAJ Jim Haney, USMC (Ret)
- Department of Puerto Rico Commander: LTC Ramon Negrón, USA (Ret)

A summary of region chapters is as follows:

- Clearwater Chapter: COL Pat Nieman, USA (Ret) was installed via ZOOM in June 2020 as Chapter Commander. The staff is comprised of those experienced in their position as well as those new to their position. The Commander has a solid succession plan in place and conducts training on a periodic basis. The Chapter has a strong outreach program that covers all areas. Youth leadership, Eagle Scout, Girl Scout Gold Awards, ROTC/JROTC and law & Order are especially Strong. The Chapter publishes a monthly Chapter newsletter. The Chapter resumed in-person monthly meetings and staff meetings in March. The Chapter is financially strong and has complied with required filings in a timely manner.
 - Ft. Walton Beach Chapter: Because of the distance between where Companions live in the Florida panhandle, the chapter holds no meetings. Even though there are a relatively large number of potential Companions in the area. The Chapter recruited one new member this year. Lt Col John Cahoon, USAF (Ret) is the Commander and is also heavily involved with the Florida Youth Leadership Foundation. The Chapter is financially stable and supports a large number of ROTC & JROTC programs in their geographical area. They also sponsor students to the YLC in Tallahassee; however, this did not take place this year because of COVID-19.
 - Space Coast-Indian River Chapter: LTC Henry Adams, USA (Ret) Commander keeps the chapter involved in outreach programs in the region. LTC Adams is President and a Director of the Florida Leadership Foundation and is actively involved in this endeavor. The chapter is very involved in ROTC/JROTC programs and presents awards and medals at more than ninety schools. Henry is also involved in recognizing the scouting programs in the area. The Chapter holds joint meetings with the local RAO Chapter, however, have not held any meetings this year because of Covid-19.
 - Puerto Rico Chapter: COL. Adalberto Rivera, USAF (Ret) continues a long succession of outstanding Commanders for this Chapter. The Chapter normally holds six meetings per year at various
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locations on the island. This allows those Companions from outlying areas of the island to attend a meeting closer to their home. The Chapter is very involved in supporting MOWW Outreach Programs as well as the eight Strategic Objectives. They continued to hold virtual staff meetings to ensure continuity of Chapter operations and outreach programs. The Chapter publishes five newsletters per year and uses Facebook to post Chapter events and promote activities. The Chapter conducted a YES in March attended by over 200 students.

- Sun City Center Chapter: Commander Vern Elarth, USAF (Fmr) was installed in June 2020 and has a strong experienced staff and Outreach Program Chairs who have assisted in achieving the goals and objectives of the Chapter. The Chapter recruited fourteen new Companions during the year and continues to offer a MOWW Perpetual membership to the Honor Cadet at the Army, Navy and Air Force ROTC units at four universities in the state. The Chapter supports 110 JROTC units in nineteen counties, provides Eagle Scout recognition for all Scout troops in Hillsborough County, FL, provides Gold Awards to Girl Scouts in the West Central area of FL. The chapter held six monthly meetings and six staff meetings via ZOOM this year. The Chapter resumed in-person meetings with a ZOOM option in March. The Chapter publishes its newsletter "Mail Call" twelve times per year. The Chapter has an active web site so that all Companions of MOWW can see what is happening in Sun City Center, FL.
- Northeast Florida Cadre was formed in 2021 with CWO4 David McCuiston, USN (Ret) as Acting Commander. David was successful in recruiting a large portion of the primary staff as well as the ROTC/JROTC Outreach Chair. An election and installation of officers took place in Jacksonville on May 21, 2021, for the following positions:
 - Commander CWO-4 David McCuiston, USN (Ret)
 - Senior Vice Commander LTC. Angel Matos, USA (Ret)
 - Junior Vice Commander x
 - Adjutant CWO-4 David McCuiston
 - Treasurer HPM Vicki McCuiston
 - ROTC/JROTC Outreach Chair CAPT Jim Ransom III

LTC Matos was also inducted into the cadre as a Perpetual Member. The cadre plans to hold a minimum of six meetings per year.

- The Villages/Ocala Cadre was formed in 2021 with COL. Bob Schlegel, USA (Ret) as Acting Commander. COL. Schlegel has recruited six Companions for the Cadre and is hopeful of having an initial Cadre meeting to elect officers before the end of June.

Region VI will hold a convention in June 2021 to elect officers for the 2021-2022 operational year. This meeting will take place in Sun City Center at the Plaza Club and the featured speaker will be Vice-CINC BG Victor Perez.

FOR THE GOOD OF THE ORDER

CHARLES R. CONOVER, JR., LTC, USA (Ret)
Commander, Region VI

COMMANDER, REGION VII | ANNUAL REPORT

No report received.

FOR THE GOOD OF THE ORDER

REGINALD BROWN, LTC, USA (Ret)
Commander, Region VII

COMMANDER, REGION VIII | ANNUAL REPORT

I had the pleasure to serve as Region VII Commander this past year. Because of the COVID pandemic, I nor my staff could travel to visit chapters as much as we would have wanted. We did the next best thing, have four video conferences with all the chapter commanders through this past year. Those conferences served us well, and I recommend that other Region Commanders do the same thing. I plan continue to do video conferences for this coming year.

Region VIII is comprised of 12 Chapters, nine in Texas, two in Oklahoma, and one in Kansas after the close this past year of two of our chapters. They are the Victoria Chapter, with several of their members opting to transfer to the Hill Country Chapter, and the San Antonio Chapter where over 40 of its members opted to transfer to the Hill Country Chapter. What these actions have done to the Hill Country Chapter in less than two years, is take them from a small chapter, with 47 members, to a large chapter with over 100 members. Overall, in spite of the COVID pandemic which closed so many in person events through this past year, Region VIII chapters and staff have found innovative ways to reach companions, and the communities we serve.

Because of the great distances within the region (In Texas alone, it can be a 6-hour drive between chapters.) I have used my two region vice commanders, Senior Vice- Dan Foust, who lives near 3 of the Chapters, (Capt Dilworth, Fort Hood, and Austin Chapter) to mentor and work with those three chapters, and Junior Vice, Kelly Zachgo, from Oklahoma to oversee, with her husband, John Farris, (Oklahoma Department chair) the two Oklahoma chapters, (Col Moore, and MG Critz) and two Texas chapters, (North Texas and Fort Worth) and our Texas Department Chair, Walt Laidlaw, to oversee his own chapter, Dallas Chapter (the largest in the Order) and the Pinson Memorial Chapter in Irving TX. I oversaw my own chapter, (Hill Country Chapter) and the Houston Chapter.

In June 2020, after my election as Region VIII Commander, I began video conferences with my 12 Chapter Commanders (as a group). Because of the COVID Pandemic, travelling to visit chapters was out of the question for most of this fiscal year, so I continued meeting with chapter commanders via video throughout 2020 and 2021. We met again via video in August 2020, January 2021, and April 2021, with a live in-person Region VIII Conference that will happen in Fredericksburg, TX June 13-15, 2021. Prior to each of the 4 video conferences, I also met with my Region VIII Staff via video as well. I attended one of Topeka Chapter Video meeting earlier this year, as well. Even though you are not face to face, video meetings have proven to be a helpful tool. All the chapters within Region VIII this year, either did video or face to meetings. Very few meetings were missed because of the pandemic, now winter storms, (especially in TX this February) that is another thing! This bringing together of the Region's chapters and region staff regularly via video has been fruitful.

I did have the opportunity in the Fall and this Spring to visit four chapters in person: 1) Dallas in September of 2020 for their Formal Dinner meeting. There I witnessed Congressman, and former Vietnam POW Col Sam Johnson be inducted as a Memorial Perpetual Member of the Dallas Chapter. His daughters were there to represent him, and Chapter Commander, Former Navy Lt Chuck Daniels inducted the congressman into the Order and the Dallas Chapter. Seeing that very moving program gave me an idea to do the same honor for hometown hero of the Texas Hill Country, FADM Chester W. Nimitz, USN (ret). 2) In October I visited the Houston Chapter, and was the guest speaker for their luncheon. I had the chance to share my experiences as a YLC Director and the importance the YLC plays for the Order. 3) In early May, I visited the Fort Hood Chapter, in Belton TX. For their luncheon. I had the honor there to induct a new member into the chapter and give out a few awards. That is one of my favorite tasks as a commander. It is so important to say thank you, and the MOWW has many and varied awards and recognitions to do just that. And 4) Come June 5 of this year, I will have the honor to induct the newly elected Chapter Officers, and Staff of the Captain Dilworth Chapter in Georgetown TX at one of their twice a year formal dinners. Come this next fiscal year, I plan to visit as many chapters as possible, especially the Topeka Chapter as they become the General Dwight D. Eisenhower Chapter later this year at a ceremony and celebration.

Speaking of new things in the region, one exceptional change I made during my first year as Region VIII Commander was to reestablish the Region VIII Patriotic Education Committee, with MG Gary Bunch, (Director of the Texas A & M YLC) as chair. The Region VIII PEC (made up of the 4 YLCS directors, and a few Chapter & affiliated groups YLC Coordinators) now oversees and manages the administrative functions for Region VIII's 4 YLCs (presently). That committee decides the number, location, dates, and student capacity for the YLCs. They also are responsible for training YLC Coordinators, and new YLC Directors. The Region VIII PEC created and distributed the annual conferences announcements electronically to chapter coordinators, and other affiliated organizations who also partake in our YLCs, via the revamped Region VIII Website (www.moww-regionviii.org). These digitized steps have made the entire process more transparent, less error-prone, and timely. It has also allowed the Texas PEF, Inc, (the 501 C-3 organization, created by PCINC Rollie Stevens) to focus on promoting patriotic education, especially for youth and raise tax-exempt funds in support of its purpose.

My vision for our Region YLCs is to grow the number of multi-days YLCs along with helping Chapters establish their own 1 to 2 days Youth Leadership Seminars (YLS) in the coming year. With the Region VIII PEC in place, they offer a repository of experience and information to do just that. In fact, the Houston chapter is planning to do a YLS in the summer of 2022 and expand it to a multi-day YLC in 2023, with the support and help of the Region VIII PEC.

One of my first acts as the new Region VIII commander was to create Region VIII goals- a Region Action plan, based on the MOWW Strategic plan (2020-2025) and the newly elected CINC (BrigGen Fred Lopez) Intent for OY 2020-2021. I proposed that the Chapters use it to create their Chapter Action Plans (CAP). My intent with this Region 'Action Plan' was to help chapter commanders to try new things and get out of their comfort zones. I knew that many of our chapters, 5 out of the 12 chapters in the region are small chapters, would not be able to accomplish many tasks under each of the MOWW Six Strategic Goals, but I asked them to choose just a few, and do them well.

Let me highlight a few of these innovative ways chapters are serving their communities: The first is from the Hill Country Chapter led by Col Norm Wells created an Academy Applicant Mentoring Program and Committee. The committee's task is to interview and mentor service academy applicants to improve their chances for acceptance into the academies.

The chapter hosted five applicants and their parents at a chapter meeting in September 2020 where the following speakers told the group about the application process and how to be successful: a) Air Force Academy Admissions Advisor, b) Congressman Roy's (our US Congressman) Service Academy staff member, and the c) Director of the Schreiner Institute. (Academy Prep Program a part of Schreiner University, in Kerrville, TX.)

The committee worked with two applicants by helping them with their admissions paperwork and by doing a mock interview for each applicant. One applicant was selected to attend the U. S. Merchant Marine Academy. The other received a full AFJROTC scholarship and plans to attend Texas A&M University—he will probably apply for the Air Force Academy next year.

The Dallas area chapters led by Chapter Commander, of the Dallas Chapter, Chuck Daniels worked with Air Force Association, Navy League of the United States, and the Jewish War Veterans of the United States chapters in the Dallas area. They developed a quarterly lecture series with "High End" guest speakers that will discuss issues and areas of the World where the US vital national interests are at stake in the 21st Century. It is called "2021 National Defense Briefing Series - Critical Security Issues.

The first in the series will happen on June 13th this year and will discuss Asia-Pacific and is led/moderated by guest speaker Adm Pat M. Walsch, USN (Ret.) former Commander US Pacific Fleet and VCNO. The major objectives for these lectures will be recruiting for all four organizations, with a secondary goal to raise several tens of thousands of dollars, divided equally between the 4 organizations, for scholarships, YLC funding, Veterans Programs, and other activities.

The Pinson Memorial Chapter has highlighted Law Enforcement and Recognition of Outstanding Officers. At the January meeting of the Irving TX City Council, Pinson Memorial Chapter Commander, Vince Freeman was afforded the opportunity to address the City Council, at the bequest of the City Manager, to express the chapter's recognition and support of our outstanding police department by way of an official proclamation previously presented to the Chief of Police and City Manager. In May, they honored the Police Officer of the year

The Topeka Chapter elected a new chapter commander in 2020, Former Capt Stu Entz. Stu has revitalized the chapter this year. One such innovation is to change the name of the chapter (approved in May 2021) to the General Dwight D. Eisenhower Chapter, to honor the Kansas roots of our 34th President. Stu and the Topeka Chapter see the name change as a recruiting tool as well. The chapter this coming summer will have a ceremony to officially change the chapter's name where the media and the public will be invited to attend.

The Col Moore Chapter in Oklahoma City, put on a special 100th Birthday Salute, for Companion LTC Oren Lee Peters this April with all the trimming including the media to capture the event. Oren Lee- and many more. VCINC Williams and Senior Vice Region Commander, Dan Foust, represented the Region and the Order at the birthday celebration. The Fort Worth Chapter is involved this year in the ground-breaking events for the Tarrant County TX Vietnam War Memorial to be built in Ft Worth. They are in the middle of a fund-raising campaign for it - goal of \$2500.00, at \$1800.00 right now.

In addition to connecting chapters through video meetings, I used the talents of our Region VIII Adjutant, HPM Patty Williams graphic design background, to create a Region VIII newsletter, 'The Bridge.' Our Vision for "The Bridge" is to do just that -bridge the gap between the region and its chapters. This way every chapter (even the smallest and those who do not create their own newsletters) in Region VIII will have a newsletter to send to all their companions to let them know what is going on within the Region. We also suggest that chapters send this newsletter to those who may be interested in becoming MOWW members. It has been a great way for chapters to share their successes with each other, a way to bring the Region together, and recruit new companions. It is a win for everyone.

Region Adjutant Patty Williams, in addition to creating and producing a quarterly region newsletter, has also offered her graphic design skills to help chapters produce either a brand-new newsletter, or to improve what they already were doing. Two chapters in particular, Topeka, and North Texas, with its new chapter Commander, Jacques Loraine, who took over for a Chapter Commander who resigned in December of 2020, took Patty up on her offer. Each has produced at least three very slick, and professional looking newsletters so far since January 2021. The newsletters have been a great way for Jacques to get his message to his chapter companions, and other veteran service organizations and their member, potential recruits to join the order.

The saddest duty I had to perform this year was to attend PCINC Cliff Way's funeral in April 2021 in Dallas TX. The Dallas Chapter's former Chapter Commanders, and current and the prospective Chapter Commander formed a path of honor at the gravesite to pay their last respects to our dear companion. We miss you dear Cliff!

The final activity for Region VIII this fiscal year will be Region VIII Spring Conference to be held in Fredericksburg, TX 13-15 June 2021. Since we could not meet in person last year, I am thrilled that we will be together in person. The host committee made up 14 members of the Hill Country Chapter have been hard at work preparing for this Conference for over a year. I know it will be a great success!

As of this writing, we have 65 participants for this 2 ½ -day event. Both the CINC Lopez and SVCINC Okin plan to attend the conference. The culmination of the Conference will be an Installation, and Awards Banquet on June 14th, 2021, where we will be awarding 2 SPH Medals, and 4 Outstanding Service Medals to very deserving Companions, and one community member, who is a tremendous support of the YLC Program. The highlight of the evening beside the awards and the installation of the Hill Country Chapter new officers and staff, and new Reg VIII Officers and staff will be the induction of FADM Chester Nimitz into the MOWW and the Hill Country Chapter. I am so eager and thrilled to have this conference, in person, and

with all the pomp and circumstance we can muster here in the Texas Hill Country. I will share the highlights and photos later this summer.

I will be continuing next year as Region VIII Commander and I look forward to another great year with several staff returning, a few new ones joining us, and a new position on staff to be filled, that of Judge Advocate. LTC David Green (who is on active duty presently) will be returning home this Fall to the Fort Worth area and has agreed to be our JAG. Thanks David.

Thank you to my Region VIII Officers and staff for their willingness to try new things, and who gave so much of themselves to our region, and our Order this past year. To the Region VIII Chapter Commanders, thank you for saying yes to leading your chapters and serving the youth and your communities so well. Cannot wait to begin again- This coming year will be Region VIII's best year yet.

FOR THE GOOD OF THE ORDER

DEBORAH A. DOMBECK, CAPT, USCG (Ret)
Commander, Region VIII

COMMANDER, REGION XIII | ANNUAL REPORT

General: Oversight responsibilities include providing the VCINC for Region XIII field leadership services and carrying out region commander assigned performance duties and the effective operational oversight of three departments encompassing nine chapters operating in six states: Arizona, Colorado, New Mexico, Utah, West Texas, and Wyoming.

Duties: Region responsibilities are delineated in the MOWW Policy Manual, Chapter 4, "Region Leadership & Team Building."

Report Summary: Overall, region field performance as it relates to supporting the six Strategic Goals was "good" with all chapters operating at very reduced capacity due to the effects of COVID-19 for everything from holding in-person meetings to submitting Companions for awards.

- **SG-1:** Two chapters suspended in-person meetings for a couple of months then renewed in-person meetings the second half of the OY. All chapters instituted ZOOM meetings the second half of the OY; two chapters regularly conduct hybrid ZOOM meetings.
 - Only two of nine chapters (Santa Cruz Valley and Colorado Springs) attained 100% of their 4% Recruiting Goal. Three chapters attained 14-33% of their goal. Four chapters failed to recruit any new members.
 - Corrective Action: We have conducted a Region-wide Zoom Recruiting Meeting with the more successful Chapter Commanders highlighting their recruiting success stories and good practices. The Colorado Springs Chapter Commander, COL Stephen Shambach, led a discussion of his very successful Recruiting practices and lessons learned during a dedicated Region-wide Recruiting ZOOM meeting.
 - The West Valley Chapter has continued the entire OY without a Chapter Commander. The Immediate Past Commander hosted quarterly meetings and submitted his Interim Form 27, but all other activity has been minimal.
 - Corrective Action: CAPT Buzz Isban, a Past Commander, will assume command on June 1, 2021.
 - Early this OY, we experienced a serious lack of companions willing to step up to take the leadership and staff positions in the Greater El Paso Chapter.
 - Corrective Action: After considerable effort by Region XIII Vice CINC, CPT (Fmr) Paula Mitchell, the Region and Department Commanders and Staff, the Chapter re-emerged out of the flames and is now a viable Chapter.
 - A similar situation exists within the Catalina Mountain (CM) Chapter. Aging and lack of Companions stepping up to assume leadership and Staff positions is plaguing the Chapter.
 - Corrective Action: The Region Commander and Vice Commander offered numerous potential solutions to the Chapter Commander without success. The Santa Cruz Valley (SC) Chapter has lent extraordinary intra-department training and support to the CM Chapter including the IRS Form 990-N Filings, Newsletter publication, and hosting monthly Zoom Membership Meetings. Consequently, we added the CM Chapter to the Tiger Team list. The Department-Region Commander conducted an Initial Tiger Team Visit in February 2021 and will conduct a follow-on visit at the end of this Quarter. LTC Ann Hollis will assume command on 1 July.

- We removed the Denver Chapter from the Tiger Team list.
- Six of the nine other chapter commanders and numerous adjutants and treasurers have committed to extend their two-year commitment in position for the upcoming OY.
- The Department of Rio Grande and Department of Rocky Mountains now have viable Commander and staff oversight of its chapters.
- **SG-2:** The lack of most chapters' in-person meetings during the OY caused a significant reduction in the Leadership Training of Companions.
 - Corrective Action: Region leadership highlights timely subjects from the Order's Web Page in every correspondence to the Chapter Commanders. The continued development of the Region XIII Web Page by Lt Col Marlon Ruiz has provided a great source of material available for companion development.
 - Training was included in all Region ZOOM conferences during the OY. A considerable amount of Leader Training and Mentoring has occurred for both the Greater El Paso and the Catalina Mountain Chapter in patching up the Leadership and Staff voids.
- **SG-3:** Region XIII excels at this Strategic Goal. Chapter Assessments were conducted for all nine chapters during the first half of the OY. This enabled considerable on-site mentoring and training. Later, Regional ZOOM conferences provided commanders and staff a fair amount of follow-on training. The Region-Department Commander and Staff has had numerous off-line conversations with various Chapter Commanders and Staff Companions concerning leadership & Training, Policy Manual, Constitution, By-laws, and the filling out of various forms.
- **SG-4:** Region XIII excels at this Strategic Goal. The Department of Arizona web page and Facebook page is now the Region XIII web page and Facebook page (www.Facebook.com/MOWWSCV.com). These sources showcase all Regional Chapters' newsletters, calendars, reports, and other vital information. All nine chapters are now using and contributing to the maintenance and expansion of this effort. All chapters, except the West Valley, have published at least six chapter-newsletters or bulletins this OY. The Denver Chapter conducts approximately 40 Speaking Commitments throughout the Metropolitan Area as well as has monthly articles published in OFFICER REVIEW.
- **SG-5:** Chapters have done their best to continue limited Law & Order, National Defense, Homeland Security, and Veterans Affairs Outreach events by having ZOOM Guest Speakers fill the role but limited in-person contact this year was the trend. Nearly all Veteran events were curtailed by the hosting agencies.
 - Region XIII's most outstanding Outreach program initiative this OY was Greater El Paso Chapter's Virtual ROTC/JROTC Roundtable Discussion where they invited all university-high school ROTC/JROTC Instructors along with cadets in the El Paso area to participate in this vital program. The CINC was the keynote speaker. It was so successful, a follow-on roundtable is scheduled for 2nd Quarter, OY 2021—2022.
 - Scouting and ROTC/JROTC recognitions improved over the previous OY. The Santa Cruz Valley Chapter and the Denver Chapter sustained/improved relationships with university and high school ROTC/JROTC programs in Utah and Wyoming, respectively, where we have no chapters. The Santa Cruz Chapter increased its Award of Merit presentations 400% from 9 to 36 this OY. These relationships have generated two new Companions and hope to earn more as well as establishment of a future new chapter with continued emphasis. The Denver Chapter has continued to send out at least 200 Scouting Certificates of Recognitions throughout Colorado.

- Many companions tune in to other chapter ZOOM meetings to learn how they do business, hear very interesting guest speakers, and/or to collaborate with each other on good practices.
- All Massing of the Colors Ceremonies were cancelled across the board this OY. Phoenix Chapter cancelled its YLC; the Colorado Springs Chapter, however, will conduct its YLC from 20-25 June 2021 at Colorado State University, Pueblo, CO.
 - Corrective Action: The Catalina Mountain Chapter, COL Billie L Stephens-Apache Trail Chapter, Phoenix Chapter, and the West Valley Chapter have scheduled OY 2021-2022 Massing of the Colors ceremonies.
- **SG-6:** Certain commanders will submit their respective chapter for one or more Chapter Awards. All region, departments, and all but one Chapter Commander have submitted a companion for a National Citation. The COL Billie L Stephens-Apache Trail Chapter has continued to execute a magnificent Law and Order Outreach Program including the presenting Award of Merit plaques to very deserving Police and Fire Department Officers. Companion, HPM Diane McDowell, annually sponsors a student in the Arizona State University Sandra Day O'Connor School of Law. This chapter continued its presentation of at least three Silver Patrick Henry Awards to various Educators in the Community as well as a Bronze PHA to its Most Outstanding JROTC Cadet of the Year.
 - Corrective Action: Region leadership will emphasize the improved recognition of Companion and non-Companions among all Chapters.

Conclusion:

Region and Chapter conferences/meetings via virtual means have maintained the integrity of chapter operations throughout this Pandemic-plagued OY. Many companions see the resiliency and value of this medium for continued operations.

The Region XIII Web Page and Facebook Page is second to none. All Companions throughout the Order have access to terrific information as well as recall of all published Newsletters/Bulletins and Reports.

ROTC/JROTC and Boy & Girl Scout recognition are very strong throughout Region XIII. Region and Dept leadership will encourage all chapters to expand their interest and support to at least one additional Outreach area.

Region and Department leadership will continue emphasis upon improving the willingness of Companions to seek chapter leadership and staff positions.

Region and Department leadership will continue to monitor and work with under-performing chapters and will conduct follow-on Tiger Team visits, as necessary.

FOR THE GOOD OF THE ORDER

PATRICK C. STOLZE, LTC, USA (Ret)
Commander, Region XIII

COMMANDER, REGION XIV | ANNUAL REPORT

Region XIV has updated and continues to implement the 2020-2022 Regional Action Plan based on the MOWW Strategic Goals. Unfortunately, the reality of the Coronavirus greatly impacted the momentum on the systemic issues and problems that need to be addressed by the Chapters to ensure future growth of the organization.

SG #1 (Recruiting). The Region has recruited 28% (25 of 89) of its mission to enroll new members. Unfortunately, three (Las Vegas, Monterey, and Vandenberg) of the thirteen Chapters in the Region voted to close. Additionally, two Departments (Northwest, and Northern California) are also in the process of being eliminated because there is only one Chapter left to supervise in their designated areas.

SG #2 (Companion Training). The national MOWW documents provide a tremendous amount of information and a roadmap to assist in building successful Chapters. It must be further operationalized to ensure the learned “best practices” are being utilized across all the Chapters. Based on Chapter reporting, two Chapters (San Francisco and LTG Wright) both received “Tiger Team” visits and were provided with detailed assessments. Both Chapters need to be revitalized to stop trending declines in operational relevance.

SG #3 (Developing Companions). It is an ongoing challenge to identify new Chapter, Department, and Regional leaders. It is one of the critical underlying issues in growing the membership and ensuring new approaches to our challenges. There is an enormous amount of time and effort that is expected when working in a MOWW leadership billet and finding the right leaders is the key to the success of the organization. Key indicators that a Chapter is not progressing forward is the lack of new Companions willing to take leadership positions, or actively participating in local organizational events.

SG #4 (Conduct Chapter Publicity). There is the continuing use of traditional media, but one of the positive events that have occurred from the “sheltering” caused by the pandemic is the forced learning of how to better to connect on a “ZOOM” like platform to visually connect with Companions online. As Companions became more comfortable on the internet systems, it further expanded the opportunities to connect Companions and MOWW. This will build opportunities to maintain operational momentum and create additional information conduits of what local MOWW Chapters are doing in their districts. One of the successes of some Chapters is the use of a “member only” Facebook Page that keeps their members connected throughout the month on all military and veteran related topics. It also provides easy access to forward photographs and recordings of events to Companion’s families and friends, which reinforce the purpose of MOWW.

SG #5 (Improve Chapter Outreach Programs). Unfortunately, all the Region XIV YLC programs and many other celebrations and functions have been cancelled for the fall of 2020, and the Spring of 2021. It is amazing what our Chapters have accomplished despite the pandemic and the impact it has had on their respective areas and membership. In April 2020, Region XIV commenced a quarterly “Zoom” Regional Professional Military Education program on military topics that has been an added benefit to being part of MOWW. Highlighted below are just a few other notable events led by Region XIV Chapters:

- a. San Diego Chapter: Massing of the Colors and Service of Remembrance in person and streamed live in October 2020. It was supported by Boy Scout Troop 895 and Girl Scout Troop 5912. In November 2020, an article about Chapter activities and MOWW was published in San Diego Veterans Magazine. In December 2020, the Commander delivered keynote address for Wreaths Across America ceremony. In May, 86 Girl Scout Certificates of Recognition were issued.
- b. Col Woolsey Chapter: Recruited 100 percent of its goal, continued monthly meetings through ZOOM technology. Speakers were from National Disaster Search Dog Foundation, STEM education for youth, Girl Scout of the year and her project, national security briefing, homeland security briefing, Marine Officer recruiting, and JROTC awards and ROTC awards.

- c. BGen Holland Chapter: April 2021 - Honored the 104th Birthday of Companion John Cantor. Held
- d. twelve Monthly Zoom Meeting with Guest Speakers. Participated in the start of “Honor Ride 2021.”
- e. Conejo Valley Chapter: Since 1 January 2021, the Chapter has hosted 5 virtual chapter meetings, a
- f. Memorial Day Ceremony (live streamed) and will host a tour of the VFW Military History Museum in Simi Valley on 16 June 2021.
- g. Gen Bradley - Hanson Chapter: Delivered 766 care packages to Veterans throughout Los Angeles County on behalf of Operation Gratitude. In support of Military Appreciation Month, delivered an additional 500 packages to the 146th Airlift Wing, California Air National Guard. For Wreaths Across America drive, obtained enough donations for 113 wreaths to be placed at Los Angeles National Cemetery. Contacted the 76 SROTC and JROTC units we annually support, and approximately 25% of those units requested medals and certificates. Sent 73 Certificates of Recognition this operating year to the Girl Scouts of Orange County Council and provided 79 Certificates of Recognition to the Verdugo Hills Council of the Boy Scouts of America. Joined four new Companions and hosted numerous ZOOM meetings.
- h. Capt. Gaylord Dillingham Memorial Chapter: Served on the Committee to Restore the Naval Air Station Barbers Point Memoria, participated in an Australia New Zealand Army Corps (ANZAC) Day Ceremony held in conjunction with the Hawaii Commandery of the Military Order of Foreign Wars on April 25, 2021, at the Hawaii WWI Memorial, held 8 “Zoom” meetings and joined four new companions.
- i. Puget Sound Chapter: Continued to operate during pandemic with Zoom meetings and supported four major events. This included JROTC recognition ceremonies and in February 2021 – Sponsored the Washington State Patriotic Day – Massing of the Colors. Submitted 20 “Chapter in Action” articles to *The Officer Review*®. Maintained a robust awards program recognizing leaders in YLCs and in the community. Continues to lead in the use of social media and press releases (39) highlighted the great work being done.
- j. MajGen Joseph H. Pendleton Chapter: The Pendleton Chapter has resumed in-person meetings as of April 2021. Companions have been actively engaged with JROTC units to deliver award packages. Also been coordinating with the Bradley-Hansen Chapter on support of ROTC/JROTC units in Orange County going forward, to fill the gap left by the closure of the Saddleback Valley Chapter. The Chapter was represented during the Memorial Day service at the Veterans Association of North County. Currently, preparing for one-day Youth Leadership Seminars (YLS) in June and July.
- k. San Francisco Bay Area Chapter: Received a “Tiger Team” assessment and is in the process of getting reorganized to specifically support JROTC units in their area.
- l. LTG Wright Chapter: Received a “Tiger Team” assessment and is in the process of getting reorganized to specifically support JROTC and the San Diego YLC program.

SG #6 (Recognize Companion Excellence). Region XIV will continue to emphasize the MOWW awards program and the need to recognize both Chapters and Companions. The organization needs to continue honoring worthy Companions and deserving Americans.

Region XIV has many tremendous leaders that have really made a difference in their communities. We need to strengthen the bench of Companions that are actively participating in events that are aligned with our MOWW values and build organizational loyalty. As the Region emerges from the pandemic, it will be 3 at a critical juncture to reconnect with our members and our supported organizations. Fortunately, MOWW members have lived through adversity, and I am confident they will step forward when needed most.

FOR THE GOOD OF THE ORDER

PAUL K. LEBIDINE, BGen, USMCR (Ret)
Commander, Region XIV

CONSTITUTION & BYLAWS COMMITTEE | ANNUAL REPORT

The proposed amendments to the MOWW Constitution and Bylaws are as published in the May-June 2021 issue of *The Officer Review*[®]. The committee presents these amendments for consideration by, and the vote of, the delegates to the 2021 MOWW Convention during the Business Session.

FOR THE GOOD OF THE ORDER

PCINC DAVID B. GIBSON, Col, USAF (Ret)
Chair, MOWW Constitution & Bylaws Committee

Enclosure:
Constitution & Bylaws Committee-Recommended Amendments

 PREPARING FOR THE 2021 MOWW CONVENTION

PROPOSED CONSTITUTION & BYLAWS AMENDMENTS

PCINC COL DAVID B. GIBSON, USAF (RET)
 CHAIR, CONSTITUTION & BYLAWS COMMITTEE

The Constitution & Bylaws Committee reviewed all proposed MOWW Constitution and MOWW Bylaws amendments submitted IAW with said Constitution (Article VIII) and Bylaws (Article VIII); their recommendations follow. First, a proposed MOWW Bylaws amendment (#1) that was tabled during the 2019 MOWW Convention, which the committee was to have brought forward to the 2020 MOWW Constitution for consideration. However, since the 2020 MOWW Convention did not occur IAW EXCOM decision, it is further carried forward to the 2021 MOWW Convention. Second, nine amendments (#2-10) were also recommended for consideration during the 2020 MOWW Convention, and they are also carried forward to the 2021 MOWW Convention IAW the aforementioned EXCOM vote. Third, we also have three new proposed amendments (#11-13) to be considered during the 2021 MOWW Convention. Of course, other proposed amendments proposed by the suspenses but not recommended by the Committee may be raised from the floor by their proponents.

1. Proposed MOWW Constitutional Amendment: Regular Membership. This amendment was proposed and tabled during the 2019 MOWW Convention and was submitted again this year for consideration by LTC Rollins J. Collins, USA (Ret), the Commander, Houston Chapter. The Constitution & Bylaws Committee did not recommend passage of the amendment, but agrees that since it was tabled at the previous National Convention it can be brought forward for discussion with a proper motion and second proposing the amendment from the convention floor.

a. Current Language: REF MOWW Constitution, Article II, Section 1, Paragraph A.

"A. Regular Membership. Regular Membership is open to a citizen of the United States of America of good moral character and repute who has served honorably on Active Duty, to include Active Duty for Training, in the Armed Forces of the United States of America (Active, Guard, Reserve), National Oceanographic and Atmospheric Administration (NOAA) or the United States Public Health Service (USPHS) as a Federally-recognized Commission, Flight, or Warrant Officer during the period 6 April 1917 to the present, or to such later date as may be determined by the Order during a National Convention."

b. Proposed Language: Insert the phrase "or Non-Commissioned Officer, pay grade E-4 or above," so the paragraph reads:

"A. Regular Membership. Regular Membership is open to a citizen of the United States of America of good moral character and repute who has served honorably on Active Duty, to include Active Duty for Training, in the Armed Forces of the United States of America (Active, Guard, Reserve), National Oceanographic and Atmospheric Administration (NOAA) or the United States Public Health Service (USPHS) as a Federally-recognized Commission, Flight, or Warrant Officer, or Non-Commissioned Officer, pay grade E-4 or above, during the period 6 April 1917 to the present, or to such later date as may be determined by the Order during a National Convention."

c. Rationale: The Order's membership is aging and declining because not enough new companions are recruited annually to exceed losses and grow the membership. The Order's strength is down to approximately 6000 companions. Many of today's NCOs are college graduates and key leaders of community organizations that we support with our Veteran, First Responder, YLC & YLS, ROTC, JROTC, and Scouting programs. NCOs engaged in these activities within the community share our values as outlined in our Preamble and would join the Order. Adding this large number of veterans to our recruiting pool will enhance our chances to grow the Order. Organizations must transform, change to meet changes in their operating environment and external forces effecting the organization. Transforming to continue or services to the community will certainly be better than going out of business.

2. Proposed MOWW Constitution Amendment: Extended submission timing for proposed Constitutional amendments.

a. Current Language (REF: MOWW Constitution, Article VIII, "Amendments," Sections 1-3):

"SECTION 1. Constitutional Amendments. Any member or sub-division of the Order may submit a proposal to amend the Constitution of the Order by submitting such proposals to the Chair, Constitution and Bylaws Committee, at the address



Enclosure. Constitution & Bylaws Committee-Recommended Amendments

PREPARING FOR THE 2021 MOWW CONVENTION

listed in the current National Directory of the Order by 15 February of each year. Proposals submitted after that date, but not later than 15 March of each year, may be considered if a majority of the members of the Constitution & Bylaws Committee members find that the subject of the proposal is an emergency matter and should be considered.

b. Proposed Language:

"SECTION 1. Constitutional Amendments. Any member or sub-division of the Order may submit a proposal to amend the Constitution of the Order by submitting such proposals to the Chair, Constitution and Bylaws Committee, at the address listed in the current National Directory of the Order by 15 March of each year. At the Committee's considered judgment, proposed amendments may be forwarded to the delegates to the MOWW Convention or not. Proposed amendments so submitted to the Committee but not recommended by the Committee for consideration at the next annual MOWW Convention may again be proposed from the floor during convention. No other amendments from the floor will be considered with the exception of those tabled from the previous convention.

c. Rationale:

- 1) The proposed amendment adds one month to the period in which any Companion and/or sub-element may submit a proposal to amend the MOWW Constitution. In doing so, it retains the longstanding checks and balances of a well-functioning Constitution and Bylaws Committee complemented by well-established convention decision making processes. This means that committee submission suspense is extended from the current 15 February annually to 15 March annually. It does this by eliminating so-called "emergency" proposals submittable NLT 15 March, annually, which have never had any defined criteria thereby making this category is essentially unenforceable and incorporating this extra month in the allowable submission period.
- 2) Additionally, this one-month extension to the proposed amendment submission suspense preserves intact the total time the committee needs to research proposed amendments. Likewise, it preserves intact the time needed by the Editor of *The Officer Review*® to publish, print and mail pre-convention issues of the magazine, which will include all Committee-supported amendment proposals. In short, checks and

balances, and necessary committee staffing and magazine publishing timing, are preserved while giving Companions an extra month in which to submit proposed amendments. This proposal also codifies the longstanding but heretofore unwritten guidance regarding amendments proposed from the floor during convention.

**3. Proposed MOWW Constitution Amendment:
National Officers.**

a. Current Language (REF: MOWW Constitution, Article V, "Officers," Section 1):

"SECTION 1. National Officers. The Officers of the Order constitute the General Staff and consist of the:

- a. Commander-in-Chief
- b. Past Commanders-in-Chief
- c. Senior Vice Commander-in-Chief
- d. Vice Commanders-in-Chief (four each)
- e. Treasurer General
- f. Assistant Treasurer General
- g. Judge Advocate General
- h. Assistant Judge Advocate General
- i. Surgeon General
- j. Assistant Surgeon General
- k. Chaplain General
- l. Assistant Chaplain General
- m. Historian General
- n. Assistant Historian General
- o. Members of the MOWW Board of Trustees
- p. Region, Department and Chapter Commanders
- q. General Staff Emeritus Members
- r. General Staff Officers (at least five, but no more than 10, Appointed). [Section revised by National Convention approval in 2019.]
- s. Chairs of all National Committees
- t. Directors of Youth Leadership Conferences (YLC) sanctioned by the Order (if not otherwise members of the General Staff)
- u. Chief-of-Staff (*ex officio* without a vote)

b. Proposed Language:

"SECTION 1. National Officers. A National Officer of the Military Order is a functionary of the Commander-in-Chief and Chief Executive Officer of MOWW, Inc., to whom is delegated some part of the Order's sovereign power. The term "National Officer of the Order" is not a title, but a term of



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classification for a certain type of official. The National Officers of the Order consist of the:

- a. Commander-in-Chief
 - b. Senior Vice Commander-in-Chief
 - c. Vice Commanders-in-Chief (four each)
 - d. Chief of Staff (ex officio without a vote)
 - e. The MOWW Board of Trustees
 - f. Treasurer General
 - g. Judge Advocate General
 - h. Surgeon General
 - i. Chaplain General
 - j. Historian General
 - k. General Staff Officers (at least five, but no more than 10, Appointed). [Section revised by National Convention approval in 2019.]
 - l. Past Commanders-in-Chief
 - m. Chairman, Council of Area Commanders
- "SECTION 4 (ADDED). Statutory Delegates. A delegate is a Companion in good standing sent or authorized to represent other Companions at a chapter meeting, department or region conference or a MOWW Convention by voting on national or sub-element candidates for office, proposed amendments to the MOWW Constitution and the MOWW or sub-element bylaws, etc. The statutory delegates to the MOWW Convention constitute the General Staff and consist of:
- a. Commander-in-Chief
 - b. Senior Vice Commander-in-Chief
 - c. Vice Commanders-in-Chief (four each)
 - d. Chief of Staff (ex officio without a vote)
 - e. The MOWW Board of Trustees
 - f. Treasurer General
 - g. Judge Advocate General
 - h. Surgeon General
 - i. Chaplain General
 - j. Historian General
 - k. General Staff Officers (at least five, but no more than 10, Appointed). [Section revised by National Convention approval in 2019.]
 - l. Past Commanders-in-Chief
 - m. Chairman, Council of Area Commanders
 - n. Assistant Treasurer General
 - o. Assistant Judge Advocate General
 - p. Assistant Surgeon General

- q. Assistant Chaplain General
- r. Assistant Historian General
- s. Region, Department and Chapter Commanders
- t. General Staff Emeritus Members
- u. Chairs of all National Committees
- v. Directors of Youth Leadership Conferences (YLC) sanctioned by the Order (if not otherwise members of the General Staff)"

c. Rationale:

- 1) Currently, the MOWW Constitution lists 242 National Officers as representing 6,926 members. This very extensive list currently includes elected and appointed positions at every level of the Order, with only approximately twenty percent of those positions listed with clearly national responsibilities. This amendment recognizes the importance of those positions without full national responsibilities by categorizing them as statutory delegates to the annual MOWW Convention, i.e., department (42) commanders, chapter commanders (89), committee chairs (21) and YLC directors (20).
- 2) Thus, this amendment gives the Order 43 National Officers leading 6,926 members. This number of National Officers is still nearly twice as many as those possessed by the American Legion, which has 26 National Officers leading 2,000,000 members. In addition, it is still nearly three times as many as AMVETS with 16 National Officers leading its 250,000 members, but not as many as the Veterans of Foreign Wars, which has 63 National Officers representing 1,600,000 members.
- 3) Last, the Proposed Section 4 (Statutory Delegates) clarifies the roles of and distinguishes MOWW's National Officers from statutory delegates to the MOWW Convention, et.al.

4. Proposed MOWW Constitution Amendment, Article III, "Organization," Section 1:

a. Current Language:

"a. No Region may be organized with fewer than five chapters. Departments must have two or more chapters or cover an entire state area. No Chapter may be organized with fewer than ten (10) living Members. [Section revised by National Convention approval in 2016.]"

b. Proposed Language:

"a. No Region may be organized with fewer than five chapters. Departments must have two or more



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chapters. States with no chapters will not have a department commander, although any region commander may appoint an *ad hoc* working group comprised of region Companions to promote the establishment of a cadre or chapter in such states. No chapter may be organized with fewer than ten (10) living Members who reside within the applicable region." [Section revised by National Convention approval in 2016 and 2020.]

- c. **Rationale:** A flat organization refers to an organizational structure with fewer levels of management between senior management and chapter members. The flat organization removes excess layers of management and improves the coordination and speed of communication between members. This proposed amendment flattens (streamlines) the organizational structure by eliminating departments within which no subordinate chapters exist. On a related note, region commanders have the responsibility to establish new chapters using their respective region's resources—whether region commanders are doing so in states where no chapters exist or in areas of the region where there is a concentration of Companions but there is no chapter reasonably nearby, e.g., within 50 miles. This can be done by a region commander chartering or appointing an *ad hoc* working group or committee.

5. Proposed MOWW Bylaws Amendment, Article IX, "Amendments," Section 1:

a. Current Language:

"SECTION 1. Any member or subdivision of the Order may submit a proposal to amend the Bylaws of the Order by submitting such proposals to the Chair, Constitution and Bylaws Committee, at the address listed in the current National Directory of the Order not later than 15 February of each year, provided that proposals submitted after that date but no later than 15 March of each year may be considered if a majority of the members of the Constitution and Bylaws Committee finds that the subject of the proposal is of an emergency matter and should be considered."

b. Proposed Language:

"SECTION 1. *Bylaws Amendments.* Any member or sub-division of the Order may submit a proposal to amend the Constitution of the Order by submitting such proposals to the Chair, Constitution and Bylaws Committee, at the address listed in the current National Directory of the Order by 15 March of each year. At the Committee's considered judgement,

proposed amendments may be forwarded to the delegates to the MOWW Convention or not. Proposed amendments so submitted to the Committee but not recommended by the Committee for consideration at the next annual MOWW Convention may again be proposed from the floor during convention. No other amendments from the floor will be considered with the exception of those tabled from the previous convention."

c. **Rationale:**

See the rationale provided in Amendment 3, paragraph C, above, as it applies to eliminating committees no longer necessary.

6. Proposed MOWW Bylaws Amendment, Article IV, Section 1, Paragraph C, 6.) b.) (6.):

a. **Current Language:** "The Chief of Staff is a member of ... **The National Convention & Seminars Committee (ex officio without a vote).**"

b. **Proposed Language:** Delete hold text in paragraph 5. a. above.

c. **Rationale:** The National Convention & Seminars Committee is being proposed for disestablishment. Once that committee is disestablished, membership in that committee by any Companion becomes nonexistent and thus, moot.

7. Proposed MOWW Bylaws Amendment: Standing Committees.

a. **Current Language (REP: MOWW Constitution, Article VI, "Committees & Councils," Section 1):**

"SECTION 1. Except for the Executive Committee of the General Staff (EKCOM), the following committees shall serve as Standing Committees of the General Staff and of the National Convention:

- a. Constitution & Bylaws Committee
- b. Education & Training Committee [Section revised by National Convention approval in 2016]
- c. Ethics Committee
- d. Finance Committee [ADDED, 2018 MOWW Convention]
- e. Homeland Security Committee
- f. Information & Publicity Committee [Sub-section revised by National Convention approval in 2012.]
- g. Law and Order Committee
- h. Legislative and Resolutions Committee
- i. Magazine Committee [Sub-section revised by National Convention approval in 2012.]
- j. Membership Committee
- k. Memorials Committee



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- l. MOWW-Pershing Rifles Group Committee
[Section revised by National Convention approval in 2016]
- m. National Convention & Seminars Committee
- n. National Security Committee
- o. Nominating Committee
- p. Patriotic Education Committee
- q. Scouting Committee. [Section revised by National Convention approval in 2019.]
- r. Strategic Planning Committee
- s. ROTC Committee
- t. Veterans Affairs [Sub-section revised by National Convention approval in 2015]*
- b. Proposed Language:
- *SECTION 1. Except for the Executive Committee of the General Staff (EXCOM), the following committees shall serve as Standing Committees of the General Staff and of the National Convention:*
- a. Constitution & Bylaws Committee
- b. Education & Training Committee [Section revised by National Convention approval in 2016]
- c. Ethics Committee
- d. Finance Committee [ADDED, 2018 MOWW Convention]
- e. Homeland Security Committee
- f. Information & Publicity Committee [Sub-section revised by National Convention approval in 2012.]
- g. First Responder Committee
- h. Legislative and Resolutions Committee
- i. Magazine Committee [Sub-section revised by National Convention approval in 2012.]
- j. MOWW-Pershing Rifles Group Committee [Section revised by National Convention approval in 2016]
- k. National Security Committee
- l. Nominating Committee
- m. Patriotic Education Committee
- n. Scouting Committee. [Section revised by National Convention approval in 2019.]
- o. Strategic Planning Committee
- p. ROTC Committee
- q. Veterans Affairs [Sub-section revised by National Convention approval in 2015]*
- c. Rationale: This amendment disestablishes three standing committees, i.e., Monuments & Memorials, National Convention & Seminars, and Membership.
- 3) In the case of the Monuments & Memorials Committee, it has been inactive for years. Thus, it neither works with chapters nor does it develop any program guidance for chapters. In the exceedingly rare instances where a chapter was involved with a memorial, this committee played no role, i.e., it was uninvolved.
- 2) Likewise, the National Convention & Seminars Committee has been perfectly inactive. It does not operate, it doesn't research or propose potential convention sites and chapter hosts, and it is uninvolved in developing, presenting, etc., any convention workshops and seminars. In practical terms, the MOWW Bylaws directs the Chief of Staff to prepare the convention agenda and the Chief executes that responsibility in partnership with the Education and Training Committee and others in terms of developing convention workshops and seminars, as reviewed by the Top-8 (i.e., CINC, 1PCINC, SVCINC and the four VCINC's), the host chapter and the HQ MOWW staff), and as approved by the sitting CINC. Annual MOWW Convention hosts are selected during each convention from among the volunteering chapters by the delegates to the MOWW Convention, which volunteering chapters are solicited by the Chief of Staff, though chapters may electively volunteer on their own accord too.
- 3) In the case of the Membership Committee:
1. The Committee has essentially been inactive, reserving its activities over a number of years to developing "free" memberships (i.e., paid for by MOWW chapters and/or Companions, but not by the new members) and honorific programs, i.e., the earlier ill-fated "Friends of MOWW" and the current "MOWW Patriots," which would have those not eligible for membership but interested in supporting MOWW activities categorized as a "MOWW Patriot," which have no effect in increasing membership—the prime directive of the Committee. As background, in earlier "free membership" programs sponsored by Companions, neither involvement nor retention was achieved. Likewise, the committee does not reach out to individual chapters to assist them with their membership program, i.e., advertising, recruiting, retaining, involving. Likewise, it does no analysis of recruiting performance, trends, increasing the Order's veteran membership percentage, etc., and it does not provide staff assistance



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to any operational element of the Order. In short, to date, the committee has not assisted the Order achieve the membership outcomes specified in Strategic Goal 1, the result being in that the Order has lost members each year for 32 consecutive years. Consequently, the Committee should be disestablished.

2. Currently, HQ MOWW performs the Order's membership management functions and it is continually increasing the membership management data, analysis and services it provides—as reflected below:

- (a) HQ MOWW is the national program manager responsible for membership data compilation, studies and analysis, and reporting supporting achieving Strategic Goal #1 annually, especially in terms of member recruitment, retention and involvement.
- (b) It directly oversees all aspects of the MOWW Membership program including, but not limited to, recruitment, renewals, dues processing, credential creation, membership correspondence, and database modernization and maintenance, and recurring reporting of the same. Develop and coordinate membership program strategies for recruiting, retention, publicity.
- (c) It also provides program staff assistance to the MOWW chain of command, which has the direct responsibility to develop and execute successful annual recruiting programs in each commanded sub-element, and which includes chapter membership & recruiting coordinators. This includes developing a Chapter Action Plan (CAP) template/sample which chapters may use to develop their particular and scalable CAP based on each chapter's capabilities, potential, etc. Consolidates Chapter Activity Report (CAR) data into an Order-wide Excel spreadsheet, which the incumbent analyzes for performance level and operational outcomes, to include providing a gap analysis and recommendations to the MOWW chain of command.
- (d) In addition, it manages the national MOWW Awards and National Citation Program, including awards recipient computation and the creation of award

elements, support of *The Officer Review*[®] magazine, online reports and analysis (MOWW website). Last, the incumbent plans and executes the planning and equipment and material deployment actions needed to ensure a successful convention occurs annually and direct, on-site MOWW convention site support.

In short, HQ MOWW has long been most directly involved in membership policy, analysis, reporting, etc., and it's continuing and growing efforts in this vital area will support the strategic, operational and tactical needs of the Order for the good of the Order. A Membership Committee is not needed in the studies, analysis and operational support arenas.

8. Proposed MOWW Bylaws Amendment: Standing Committees.

a. Current Language: REF: MOWW Bylaws, Article VI, "Committees & Councils," Section 1.

"SECTION 1. Except for the Executive Committee of the General Staff (EXCOM), the following committees shall serve as Standing Committees of the General Staff and of the National Convention."

b. Proposed Language: *Establish the "Strategic Growth Committee."*

c. Rationale: Given Paragraph 2. B. above, this amendment proposes establishing one standing committee, i.e., the Strategic Growth Committee. This committee's mission, which is a clean break from the Membership Committee that is still recommended for disestablishment, follows:

Strategic Growth Committee. The Strategic Growth Committee shall study strategic organizational growth that is directed, derived or implied by MOWW Strategic Goal 1 (SG-1) and the Executive Committee of the General Staff (EXCOM), and develop MOWW strategies, programs and techniques to measurably meet or exceed SG-1 membership growth objectives annually. In support of the EXCOM and in partnership with the Order's chain of command and staff elements, this committee shall oversee the planning, execution and continuous operational improvement of the Tiger Team Program, which focuses on promoting robust annual recruiting and chapter activity in every chapter. It shall develop the strategies, programs and techniques needed by all commanded elements to ensure the Order complies with the organizational membership requirements of Internal Revenue Service (IRS) Code Section 501(c)(19) annually, as



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summarized below.

- 1) IRS Requirement #1: >75% of MOWW Members must be past or present members of the US Armed Forces, i.e., US Army (USA), US Marine Corps (USMC), US Navy (USN), US Air Force (USAF), US Coast Guard (USCG), and the US Space Force (USSF).
- 2) IRS Requirement #2: >97.5% of MOWW members must be present/former US Armed Forces members, cadets (college/university ROTC or Services academies), spouses, widows, widowers, ancestors or lineal descendants of present/former members of US Armed Forces.
- 3) IRS Requirement #3: >75% of MOWW members are veterans (i.e., present or former members of USA, USMC, USN, USAF, USCG, USSR, USPHS and NOAA), spouses of veterans or related to a veteran within two degrees of consanguinity (i.e., grandparent, brother, sister, grandchild represent the most distant allowable relationships).

In addition, the Strategic Growth Committee shall support the Information & Publicity Committee's mission to develop national and chapter-focused advertising (promotion) and publicity (media) campaigns. It shall jointly develop demographically-focused member candidate outreach programs in partnership with the MOWW Chain of Command and it shall support said Chain of Command in establishing new cadres and chapters—both to result in strategic growth. This committee shall coordinate with HQ MOWW on all membership-related analysis, studies, proposals, programs, etc., prior to presentation to the EXCOM. Last, this committee shall directly report to the EXCOM and shall be overseen by the Commander-in-Chief (CINC). The CINC shall appoint the committee chair, committee vice-chair and committee members annually.

B. Proposed MOWW Bylaws Amendment: Standing Committees

- a. Current Language: REP: MOWW Bylaws, Article VI, "Committees & Councils," Section 1.
 "SECTION 1. Except for the Executive Committee of the General Staff (EXCOM), the following committees shall serve as Standing Committees of the General Staff and of the National Convention..."
- b. Proposed Language: Change the name of the "Law & Order Committee" to "First Responder Committee." This name change was coordinated with the Chair, Law & Order Committee.
- c. Rationale: This amendment updates the name

of the Law & Order Committee. This committee and its outreach program's name confuse many communities by using nomenclature that appears to be only involved with police personnel. This is neither the intent of this outreach program nor its award program. In fact, this committee's mission involves recognizing excellence via a chapter outreach program that also focuses on fire department personnel, customs and border control, emergency medical technicians, civil defense, disaster preparedness, etc. To address this dilemma and the resulting confusion, a number of chapters have already adopted a "First Responder" title, which they have found to better represent the spectrum of activities covered by this program and its award program.

10. Proposed MOWW Constitutional Amendment: Hereditary Membership

- a. Current Language: REP MOWW Constitution, Article II, Section 1, Paragraph D.
 "D. Hereditary Membership. Hereditary Membership is open to citizens of the United States of America who are at least eighteen (18) years of age (effective 30 September 2019) and of good moral character and repute. [Section revised by National Convention approval in 2019] They must also be:
 - 1) The spouse of a present or former Member, or
 - 2) The surviving spouse of a deceased or former Member, or
 - 3) The spouse, descendant, or adopted child of an officer who is, if living, or who would have been, if deceased, eligible as a member, or
 - 4) The descendant or adopted child of a member; or in the case of failure of lineal issue or adopted child, or
 - 5) A descendant or adopted child of a sister or brother of a member."
- b. Proposed Language: Add item number 6 to the listing in Paragraph D above, which reads:
 "6) (ADDED) *The parent of an officer who is, if living, or who would have been, if deceased, eligible as a member, provided that the parent is a veteran of any of the seven uniformed services.*"
- c. Rationale: Many individuals who earn commissions in the Uniformed Services have parents who have encouraged them to serve their country. Many of the parents have served in the military services as



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Non-Commissioned Officers encourage their children to seek commissions in the service. Allowing veteran parents to join as hereditary members will increase the number of veteran Companions helping the Order achieve the 75% veteran membership requirement. This change would be permissible under the IRS Code, Section 501(c)(19), which permits ancestors to be included.

11. Proposed Bylaws Amendment: 12 February 2021

a. Current Language: None

b. Proposed Language: New

The following proposed language should be inserted in Bylaws: Article 1, Section 9, Paragraph B.3). The current 3) will become subparagraph 4).

“Chapters that are closed by EXCOM vote after 31 December but prior to an EXCOM vote authorizing the per member P&M Fund Dividend distribution shall not receive a dividend. Chapters receiving transferred and reassigned Companions from the closing chapter prior to the EXCOM vote on the per member dividend distribution, and those

deceased P&M members that have been reassigned to a chapter as recommended by the region commander in conjunction with the closing chapter commander prior to the EXCOM vote, shall receive the allotted P&M Dividends.”

c. Rationale: Currently, if a chapter closes after 31 December, but before the EXCOM approves the per member dividend, current Bylaws require the distribution be transferred to the MOWW Endowment Fund since no chapter exists to receive the funds. In this situation, it is felt by the EXCOM and the MOWW Board of Trustees that the best use of these funds, for the good of the Order, is to distribute these funds to the chapters receiving reassigned Companions prior to the EXCOM vote. This amendment allows the chapter receiving the reassigned Companions access to the allocated P&M Fund Dividends as long as the Companions have been reassigned prior to the EXCOM vote.

For the reasons above, the Constitution & Bylaws Committee recommends that the above changes be approved by the General Staff. ★



EDUCATION & TRAINING COMMITTEE | ANNUAL REPORT

This year the emphasis by the committee was to develop a comprehensive training program for MOWW Leadership at all levels. This is an area that continues to be a concern with many leaders not being familiar with Order policies and procedures. To deal with these concerns, the approach was for the Vice Commanders-in-Chief to train the Region Commanders. The Region Commanders would train the Chapter Commanders under their control, and the Chapter Commanders would train their staff officers.

Lesson plans were developed that could be used by VCINCs to train region commanders. SVCINC Okin conducted a one day training program for Region IV commanders, and the comments indicated the material presented was helpful and useful. The approach to training was to ensure that all new Commanders would have the training needed to be successful in their positions. This was to be a mandatory program, similar to what Rotary International requires of new Club Presidents. In Rotary, a Club president was not recognized by Rotary until they had attended a 2 ½ day onsite training program. The MOWW version would require Region Commanders to train the Chapter Commanders and their staffs. These classes could be in person, at region conferences, or via Zoom conference calls. Six lesson plans were prepared that would cover the major areas that commanders and their staff should know. These included: Lesson Plan 1: Organizational Structure; Lesson Plan 2: MOWW Website; Lesson Plan 3: Command & Staff; Lesson Plan 4: Plans & Operations; Lesson Plan 5: Reports, Reporting & Analysis; Lesson Plan 6: Chapter Action Plan (CAP). Based on the amount of training the lessons could be provided at one time, or over a period of weeks, depending upon the trainer and participants.

At the completion of training, the chapter commander, or other participant, would be provided with a Certificate of Training signed by the Chair, E&T Committee, and a record of completed training would be retained by the E&T Committee.

Changes were also recommended for the MOWW Policy Manual under Appendix V that would implement this program.

In February 2021, a decision was made not to move forward with this approach. The view was that the classes would take too long, were too detailed, and commanders and their staffs would not take the time to participate. In essence, it was THTD, or "To Hard to Do." Instead, training would continue to take place at the National Convention, during Region Conferences, or based on Companion requests.

The Committee was also active in working on MOWW forms, Strategic Goals, and other Education and Training issues.

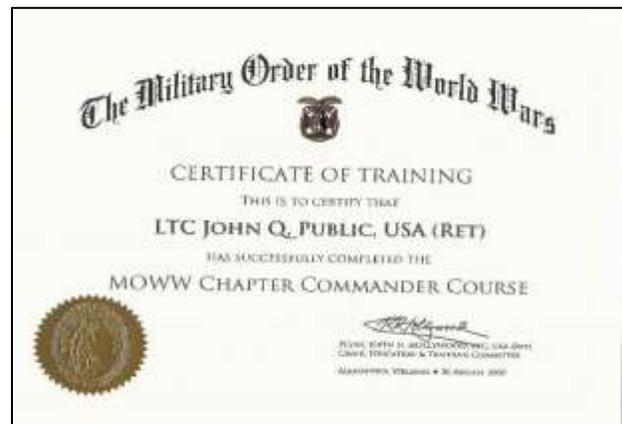
FOR THE GOOD OF THE ORDER



PCINC JOHN H. HOLLYWOOD, LTC, USA (Ret)
Chair, Education & Training Committee

Enclosure:

MOWW Policy Manual, Appendix V, "Leadership & Position Training" (PROPOSED)



APPENDIX V | MOWW LEADERSHIP & POSITION TRAINING

- A. General. Leadership and position training improves the ability of the Military Order and its Companions to increasingly better serve youth, community and nation based on the intent of the Preamble to the Constitution of the Military Order of World Wars. In doing so, it also enables Companions to exemplify the Order's motto, "It is nobler to serve than to be served."
1. Effective leaders attract new members, drive performance, engagement, retention, and involvement, and play a key role in maximizing the Companion Team and individual Companion contributions to routinely preserving and protecting the Order. They also ensure the Order is vibrant, growing, and long-lived.
 2. Effective leaders work to increase Companion involvement while fostering their success, which necessarily involves becoming an active agent in their learning.
 3. Effective training programs allow leaders to strengthen the skills needed by Companions. A development program brings all Companions to a higher level, so they all have similar or comparable skills and knowledge that helps strengthen communications and collaboration within the Order and make success more likely.
 4. Providing the necessary training creates a knowledgeable Companion Team with members who can take over for one another as needed, work on teams, or work independently without constant help and supervision from others.
- B. Improved Performance.
1. Companions who receive necessary and timely leadership and position training are better able to perform their role and assume greater positions of leadership and responsibility over time for the good of the Order. They become more aware of the proper procedures for essential tasks.
 2. Training also builds organizational and Companion confidence because after receiving training, Companions have a deeper understanding of the Order and the important nature of their respective roles. This confidence stimulates excellence and innovation and promotes unity of command.
 3. Continuous training also keeps Companions on the cutting edge of outreach developments and practices. Companions who are competent and abreast of latest best practices help the Order hold a position as a leader in the Veteran Service Organization environment. This benefits recruiting.
- C. Structured Training and Development
1. A structured training and development program ensures Companions have a consistent experience and background knowledge. This consistency is particularly relevant for the Order's basic policies and procedures. This course curriculum and its lesson plans will be updated annually.
 2. All Companions need to be aware of the expectations, statutory guidance, processes, and procedures within the Order. This includes promoting and facilitating continuous improvement. Providing Companions regular training in these areas ensures that all line and staff Companions have exposure to this fundamental information.
- D. Companion fulfillment.
-

1. Companions with access to leadership and position training have the advantage over those who do not. The Order's "investment" in leadership and position training shows the Companions they are valued by creating an informed and supportive volunteer environment.
2. The Order's leadership and position training provides Companions access to training they would not have otherwise known about or sought out themselves. Companions who feel appreciated and challenged through training opportunities may feel more satisfaction about being a Companion and serving in their current and future roles.
3. The leadership and position training outlined in this appendix, region conferences, and local training are the primary ways by which MOWW provides general and specific training to Companions Order-wide. All Companions have a part in this.

F. Overall Goals of MOWW leadership and position training.

1. Learn the location of, and how to use, reference material available for MOWW leaders, staff, and Companions, using the MOWW website, (MOWW Constitution, Bylaws, Strategic Plan, Policy Manual, Membership Roster, MOWW forms and the National Directory).
2. Developing a viable Region/Chapter/Committee Action Plan to be successfully implemented is a key outcome for this class. All reference material will be used to help craft this document, e.g., MOWW Constitution, Bylaws, Strategic Plan, Policy Manual, Membership Roster, MOWW forms, and the National Directory.

G. Training begins at the top, i.e., senior commanders (training facilitators) train subordinates. With adjustments due to schedule, elements of this curriculum are intended to be presented during region conferences attended by commanders and Companions. Using the enclosed curriculum and lesson plans:

1. The Commander-in-Chief (CINC) annually trains the Senior Vice Commander-in-Chief (SVCINC) and the Vice Commanders-in-Chief (VCINCs).
2. The SVCINC/VCINCs annually train assigned region commanders and committee chairs/vice chairs.
3. Region commanders annually train department and chapter commanders.
4. Chapter commanders annually train chapter staffs and chapter program/committee chairs.

ENCLOSURES:

1. Commander, Staff Officer, and Committee Course (Schedule)
2. Lesson Plan 1: Organizational Structure
3. Lesson Plan 2: MOWW Website
4. Lesson Plan 3: Command & Staff
5. Lesson Plan 4: Plans & Operations
6. Lesson Plan 5: Reports, Reporting & Analysis
7. Lesson Plan 6: Chapter Action Plan (CAP)

COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE

(ONE DAY TRAINING CURRICULUM FOR REGION, DEPARTMENT AND CHAPTER COMMANDERS & STAFFS, AND COMMITTEES)

★ *PREPARATORY:*

- ✓ *Region Commander Course. Prior to course attendance, and if attending region commander training, students should develop list of goals and objectives for their region prior to the training session and bring those goals and objectives to the training session.*
- ✓ *Department and Chapter Commander Course. Prior to course attendance, students should develop list of goals and objectives for their department or chapter prior to the training session and bring those goals and objectives to the training session.*
- ✓ *Committee Chair and Vice Chair Course. Prior to course attendance, students should develop list of goals and objectives for their committee prior to the training session and bring those goals and objectives to the training session.*

0900-0915: Opening.

- Opening elements: Invocation, Pledge of Allegiance, MOWW Preamble (students present).
- Administrative Comments & Opening Remarks (Training Facilitator).

0915-0945: Organizational Structure (Training Facilitator).

- Objective: Understand the Order's and the chapter's structure, roles, and responsibilities, and understand the interdependency of those things to achieve MOWW's Strategic Goals, and link to region, chapters, and committees.
- Pertinent material:
 - Governance, Structure & Improvement (MOWW Constitution, Bylaws, Strategic Plan, and Policy Manual, Chapter 2).

0945-1100: Interactive Briefing & Discussion using the MOWW Website (Training Facilitator with Q&A).

- Objective: Familiarize commanders and their staffs, and committees, with the MOWW website to equip all with information and data needed to successfully perform their duties and achieve organizational success, e.g., where to find information, how its used, what is important to chapters. Students will use the MOWW website for source information and guidance during the remainder of the class.
- Pertinent material: MOWW Website.
 - Region Leadership & Team Building (MOWW Policy Manual, Chapter 4)
 - VCINC Checklist (MOWW Form 37)
 - Region and Department Commander Checklist (MOWW Form 16)
 - Chapter Commander Guidance & Checklist (MOWW Form 19)
 - Committee Guidance & Checklists
 - (Interactive computer discussion)

1100-1130: Command & Staff Training (Training Facilitator & moderated discussion).

- Objective: Understand leadership roles & responsibilities of all levels of commanders and their staffs, and committees (general principles).
- Objective: Understand the Annual Planning Cycle:
 - Develop objectives and tasks to achieve objectives and create a timeline.
 - Determine tracking, assessment & reporting methods.
 - Determine resources needed to implement tasks.
 - Publish the plan and distribute to the chain of command.
- Pertinent material:
 - MOWW Command & Staff Training-Briefing (MOWW Website, “Companions Only”)
 - CINC’s intent (current Operating Year)

1130-1200: LUNCH

1200-1300: Plans & Operations (Training Facilitator with questions & answers)

- Objective: Understand the MOWW Strategic Plan (2020-2025) to align region, goals and objectives, Chapter Action Plan (CAP) objectives, and/or committee goals and objectives to the Strategic Plan.
- Pertinent material:
 - MOWW Strategic Plan (2020-2025)
 - Chapter Assessment & Tiger Team Program (MOWW Policy Manual, Appendix S)
 - Region Conferences (MOWW Policy Manual, Appendix U)
 - CINC Visits (MOWW Policy Manual, Appendix B & MOWW Form 36, “CINC Visits”)
 - Awards & Decorations (MOWW Policy Manual, Chapter 7, and Appendices)
 - Preparing for the Annual MOWW Convention (MOWW Policy Manual)

1300-1400: Reports, Reporting & Analysis (Training Facilitator with questions & answers).

- Objective: Know and use reports to assess region, chapter, and committee strengths, weaknesses, opportunities, and threats (SWOT) to sustain and enhance their vibrancy, effectiveness, and longevity.
- Pertinent material:
 - Strategic Goal Report Card (MOWW Website, “Companions Only”)
 - MOWW Almanac/MOWW Convention Book (MOWW Website, “Companions Only”)

- Chapter Assessment & Tiger Team Program (MOWW Policy Manual, Appendix S)
- Monthly Region Report (MRR) (MOWW Website, “Companions Only”)
- IRS Filing Compliance Report (MOWW Website, “Companions Only”)
- Recruiting Performance Metrics (MOWW Website, “Companions Only”)
- Chapter Activity Report (CAR) (MOWW Form 27)
- Committee Guides (MOWW Forms 11g, 15, 28, 29, 30, 31, 32, 33, 34, and 35)

1400-1600: Chapter Action Plan (Training Facilitators & CAP workshop exercise).

- Develop a 1-2-page CAP (*or MOWW, Region, or committee Actions Plans*) based on the MOWW Strategic Plan Goals (SG) & chapter objectives. Each student briefs their Chapter Action Plan or Committee Action Plan.
- Pertinent material:
 - MOWW Strategic Plan (2020-2025) Goals:
 - SG-1. Recruit, Convene, and Involve Companions, e.g., attract new members, conduct regular meetings, and communicate.
 - SG-2. Provide Companion Leadership Training, e.g., programs, tasks, reporting.
 - SG-3. Mentor and Develop Companions, e.g., prepare for elections, succession plan.
 - SG-4. Conduct Chapter Advertising and Publicity, e.g., chapter newsletters, local news releases, “Chapters in Action” in *The Officer Review*®
 - SG-5. Expand and Improve Chapter Outreach Programs, e.g., ROTC, scouting, patriotic education, veterans affairs, law & order/first responders, national/homeland security.
 - SG-6. Recognize Companion Excellence, e.g., medals, awards, certificates.
 - Chapter goals and objectives (Students bring to class)
 - Sample Chapter CAPs (Training Facilitator provides)

1600-1615: Closing.

- Closing Remarks (Training Facilitator).
- Benediction.

LESSON PLAN 1: ORGANIZATIONAL STRUCTURE
(COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE)

1. Learning Target(s): (What will students know and be able to do because of this lesson?)
 - a. Know: Understand the Order’s and the chapter’s structure, roles, and responsibilities.
 - b. Do: Demonstrate the interdependency of these things in achieving MOWW’s Strategic Goals and the Chapter Action Plan (CAP) elements.
2. Relevance/Rationale: (Why are the outcomes of the lesson important in the “real world?” Why are these outcomes essential for future learning?)
 - a. Why important in the “real world:” Enables knowledge-based leadership to guide the Order operationally.
 - b. Information gathered must be relevant for chapter activities and planning purposes: Students must teach their charges this information so they, in turn, may be successful in their MOWW endeavors, and so they may train, mentor, and inspire others.
3. Formative Assessment Criteria for Success: (How will you and your students know if they have successfully met the outcomes? What specific criteria will be met in a successful product/process? What does success on this lesson’s outcomes look like?)
 - a. Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful.: Positive and improving results are seen in Chapter Activity Report submissions.
 - b. Criteria seen in successful products and processes: Meet or exceed criteria in the:
 - 1) MOWW Strategic Plan (2020-2025)
 - 2) MOWW Form 27, “Chapter Activity Report” (CAR) reporting categories
 - 3) MOWW Policy Manual, Appendix S, Enclosure 1, Chapter Assessments & Tiger Team Program
 - c. How chapter knows they are successful:
 - 1) Meet or exceed MOWW Strategic Goals
 - 2) Positive and improving results in each Chapter Activity Report submission
 - 3) Annual Chapter Assessment (MOWW Policy Manual, Appendix S, Enclosure 1) is satisfactory

4. Activities/Tasks: (What learning experience will the students engage in? How will you use these learning experiences or their student products as formative assessment opportunities?)
 - a. Refer to specific provisions in the MOWW Strategic Plan.
 - b. Discuss linkages between the Strategic Plan and the CAP
 - c. Resources/Materials: (What texts, digital resources, and materials be used in this lesson?)
 - d. MOWW Website (<https://www.moww.org/>).
 - e. MOWW Strategic Plan (MOWW website).
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LESSON PLAN 2: MOWW WEBSITE

(COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE)

1. Learning Target(s): (What will students know and be able to do because of this lesson?)
 - a. Know: Website organization and contents.
 - b. Understand: How to navigate within the website and access information and documents.
 2. Relevance/Rationale: (Why are these outcomes essential?)
 - a. Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful.
 - b. Information gathered must be relevant for chapter activities and planning purposes.
 3. Formative Assessment Criteria for Success: (How will you and your students know if they have successfully met the outcomes? What specific criteria will be met in a successful product/process? What does success on this lesson's outcomes look like?)
 - a. Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful.
 - b. Criteria seen in successful products and processes: Meet or exceed criteria in the:
 - 1) MOWW Strategic Plan (2020-2025)
 - 2) MOWW Form 27, "Chapter Activity Report" (CAR) reporting categories
 - 3) MOWW Policy Manual, Appendix S, Enclosure 1, "Chapter Assessments & Tiger Team Program"
 - f. How chapter knows if they are successful:
 - 1) Meet or exceed MOWW Strategic Goals
 - 2) Positive and improving results in each Chapter Activity Report submission
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- 3) Annual Chapter Assessment (MOWW Policy Manual, Appendix S, Enclosure 1) is satisfactory
4. Activities/Tasks: (What learning experience will the students engage in? How will you use these learning experiences or their student products as formative assessment opportunities?)
- a. Navigate in and around foundational documents, i.e., MOWW Constitution, Bylaws, Strategic Plan, Policy Manual, National Directory, and to and within website sections.
 - b. Enables assessment of ability to access data and information necessary to effective mentoring, leadership, and management.
5. Resources/Materials: (What texts, digital resources, and materials be used in this lesson?)
- a. MOWW Website (<https://www.moww.org/>).
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LESSON PLAN 3: COMMAND & STAFF

(COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE)

1. Learning Target(s): (What will students know and be able to do because of this lesson?)
 - a. Know: Elements of success.
 - b. Understand: Areas for training, mentoring, and continuing development.
 2. Relevance/Rationale: (Why are the outcomes of the lesson important in the real world? Why are these outcomes essential for future learning?)
 - a. Why important in the real world: Command and Staff must lead and manage MOWW elements, e.g., regions, chapters, and committees, in achieving team-based success and continuous improvement, and facilitating greater Companion fulfillment from their volunteer service.
 - b. Information gathered must be relevant for chapter activities and planning purposes: Students must teach their charges this information so they, in turn, may be successful in their MOWW endeavors, and so they may train, mentor, and inspire others.
 3. Formative Assessment Criteria for Success: (How will you and your students know if they have successfully met the outcomes? What specific criteria will be met in a successful product/process? What does success on this lesson's outcomes look like?)
 - a. Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful:
 - 1) Robust, growing/improving, and sustainable recruiting, communications, and meeting, outreach, internal programs, and recognition.
 - 2) Chapter Action Plan, Recruiting Plan, Succession Plan, Annual Budget, and Annual Schedule implemented, and goals and objectives achieved.
 - 3) Annually and successfully filing with the IRS and reporting that success to the MOWW TG
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- 4) Use Optional MOWW Forms 20 (“Chapter Property Management”) and 21 (“Chapter Annual Financial Review Checklist”)
 - 5) Chapter officers, internal and outreach program lead, etc., are trained (initial and annual)
 - 6) No multi-hatting or position vacancies
 - b. Criteria seen in successful products and processes: Meet or exceed criteria in the:
 - 1) MOWW Strategic Plan (2020-2025)
 - 2) MOWW Form 27, “Chapter Activity Report” (CAR) reporting categories
 - 4) MOWW Policy Manual, Appendix S, Enclosure 1, “Chapter Assessments & Tiger Team Program”
 - c. How chapter knows if they are successful:
 - 1) Meets or exceeds MOWW Strategic Goals (SG) 1-6
 - 2) Positive and improving results in each MOWW Form, “Chapter Activity Report,” submission
 - 3) Chapter is assessed as meeting or exceeding expectations in the Annual Chapter Assessment (MOWW Policy Manual, Appendix S, Enclosure 1)
 - 4. Activities/Tasks: (What learning experience will the students engage in? How will you use these learning experiences or their student products as formative assessment opportunities?)
 - a. Learning experience: Training Facilitator and student discussion, e.g, application of principles at region, department, and chapter level, in committees, and when coordinating issues laterally and vertically.
 - b. Formative assessment opportunities: Self-assessments, organizational assessments.
 - 5. Resources/Materials: (What texts, digital resources, and materials be used in this lesson?)
 - a. “Command & Staff Training” Briefing (MOWW website)
 - b. CINC’s Intent - OY 2020 (MOWW website)
 - c. MOWW Policy Manual (MOWW website)
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LESSON PLAN 4: PLANS & OPERATIONS

(COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE)

- 1. Learning Target(s): (What will students know and be able to do because of this lesson?)
 - a. Know: Elements of planning, coordinating, executing, assessing, and improving plans and operations.
 - b. Understand: linkages, dependencies, coordination involved, and the role of analysis.
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2. Relevance/Rationale: (Why are the outcomes of the lesson important in the real world? Why are these outcomes essential for future learning?)
 - a. Why important in the real world: To preserve, protect, improve, and sustain MOWW chapters so the Order is enduring, and so Companions have a means to selflessly serve youth, community, and nation.
 - b. Information gathered must be relevant for chapter activities and planning purposes: Students must teach their charges this information so they, in turn, may be successful in their MOWW endeavors, and so they may train, mentor, and inspire others to be the same—for the good of the Order.
 3. Formative Assessment Criteria for Success: (How will you and your students know if they have successfully met the outcomes? What specific criteria will be met in a successful product/process?)
 - a. What does success on this lesson's outcomes look like?
 - 1) Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful:
 - 2) Meets or exceeds Expectations for Annual Chapter Assessment (MOWW Policy Manual, Appendix S, Enclosure 1)
 - b. Criteria seen in successful products and processes: Meet or exceed criteria in the:
 - 1) MOWW Strategic Plan (2020-2025)
 - 2) MOWW Form 27, "Chapter Activity Report" (CAR) reporting categories
 - 5) MOWW Policy Manual, Appendix S, Enclosure 1, "Chapter Assessments & Tiger Team Program"
 - e. How chapters know if they are successful:
 - 1) Meet or exceed MOWW Strategic Goals
 - 2) Positive and improving results in each Chapter Activity Report submission
 - 3) Annual Chapter Assessment (MOWW Policy Manual, Appendix S, Enclosure 1) is satisfactory or better.
 4. Activities/Tasks: (What learning experience will the students engage in? How will you use these learning experiences or their student products as formative assessment opportunities?)
 - a. Learning experience: Training Facilitator and student discussion, e.g, application of principles at region, department, and chapter level, in committees, and when coordinating issues laterally and vertically
 - b. Formative assessment opportunities: Self-assessments, organizational assessments
 5. Resources/Materials: (What texts, digital resources, and materials be used in this lesson?)
 - a. MOWW Policy Manual (MOWW website)
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- b. SVCINC/VCINC, Region Commander, Department Commander, and Chapter Commander Checklists (MOWW website)
 - c. Committee Checklists (MOWW website)
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LESSON PLAN 5: REPORTS, REPORTING & ANALYSIS
(COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE)

1. Learning Target(s): (What will students know and be able to do because of this lesson?)
 - a. Know: Reporting shows what is happening while analysis focuses on explaining why it is happening and what you can do about it.
 - b. Understand: The process of exploring data and reports to extract meaningful insights, which can be used to better understand and improve organizational and individual performance.
 2. Relevance/Rationale: (Why are the outcomes of the lesson important in the real world? Why are these outcomes essential for future learning?)
 - a. Why important in the real world: Data analysis is important in business to understand problems facing an organization, and to explore data in meaningful ways. Data is merely facts and figures. Data analysis organizes, interprets, structures, and presents the data into useful information that provides context for the data, and that is actionable.
 - b. Information gathered must be relevant for chapter activities and planning purposes: Reporting and analysis is essential because analytics assist humans in making decisions. Therefore, conducting the analysis to produce the best results for the decisions to be made is an important part of the process, as is appropriately presenting the results.
 3. Formative Assessment Criteria for Success: (How will you and your students know if they have successfully met the outcomes? What specific criteria will be met in a successful product/process? What does success on this lesson's outcomes look like?)
 - a. Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful.: Meet or exceed established and aspirational criteria.
 - b. Criteria seen in successful products and processes:
 - 1) MOWW Strategic Plan (2020-2025)
 - 2) MOWW Form 27, "Chapter Activity Report" (CAR) reporting categories
 - 3) MOWW Policy Manual, Appendix S, Enclosure 1
 - c. How chapters know if they are successful: Meet or exceed criteria in Para 1.a. above.
 4. Activities/Tasks: (What learning experience will the students engage in? How will you use these learning experiences or their student products as formative assessment opportunities?)
 - a. Review resources/materials listed below in Para 5 and discuss.
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- b. Discuss how this activity can be applied to region conferences, chapter staff meetings, and committee planning sessions.
 5. Resources/Materials: (What texts, digital resources, and materials be used in this lesson?)
 - a. Recruiting Performance Metrics, OY 2020 (DASHBOARD).
 - b. Monthly Region Report, OY 2020 (DASHBOARD).
 - c. MOWW Member Roster, OY 2020 (DASHBOARD).
 - d. IRS 501(C)(19) Membership Metrics, OY 2020 (DASHBOARD).
 - e. Strategic Goal Report Card - OY 2019.
 - f. IRS Filing Compliance, OY 2020 (DASHBOARD).
 - g. Region Conference Schedule, OY 2020 (DASHBOARD).
 - h. CINC's Intent, OY 2020.
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LESSON PLAN 6: CHAPTER ACTION PLAN (CAP)
 (COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE)

1. Learning Target(s): (What will students know and be able to do because of this lesson?)
 - a. Know: How CAPs enable achievement of MOWW's Strategic Goals and local objectives.
 - b. Understand: Goal setting and achievement.
 2. Relevance/Rationale: (Why are the outcomes of the lesson important in the real world? Why are these outcomes essential for future learning?)
 - a. Why important in the real world: A plan is important because it is the foundation to help identify you program and project objectives and achieve the stated ultimate goals. Having a plan helps define the full scope of a project but it also helps everyone to stay focused, set prioritized or sequential goals and objectives, meet deadlines, measure success, and debrief the entire program or project.
 - b. Information gathered must be relevant for chapter activities and planning purposes: Planning helps prepare students to manage inevitable changes and transitions. It is important to mentor people about evolution, change, or transition. As we create our goals, we focus on what we want to accomplish. Planning how to accomplish those goals will force us to organize them, to prioritize them, and to put them in perspective. Planning helps people stay focused and to keep their perspective on the purpose and the future.
 6. Formative Assessment Criteria for Success: (How will you and your students know if they have successfully met the outcomes? What specific criteria will be met in a successful product/process? What does success on this lesson's outcomes look like?)
 - a. Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful.
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- b. Criteria seen in successful products and processes: Meet or exceed criteria in the:
 - 6) MOWW Strategic Plan (2020-2025)
 - 7) MOWW Form 27, "Chapter Activity Report" (CAR) reporting categories.
 - 8) MOWW Policy Manual, Appendix S, Enclosure 1, "Chapter Assessments & Tiger Team Program"
 - g. How chapter knows if they are successful:
 - 1) Meet or exceed MOWW Strategic Goals.
 - 2) Positive and improving results in each Chapter Activity Report submission
 - 3) Annual Chapter Assessment (MOWW Policy Manual, Appendix S, Enclosure 1) is satisfactory or better.
 - 3. Activities/Tasks: (What learning experience will the students engage in? How will you use these learning experiences or their student products as formative assessment opportunities?)
 - a. Students will develop a Chapter Activity Report (CAR) applicable to their chapter.
 - b. This learning exercise will be replicated at chapter level to provide others this ability to develop a CAR.
 - 4. Resources/Materials: (What texts, digital resources, and materials be used in this lesson?)
 - a. Student-provided chapter goals and objectives (where are to be developed prior to class start).
 - b. Sample CARs.

ETHICS COMMITTEE | ANNUAL REPORT

The current membership of the committee is as follows:

- Chair: PCINC COL Clay C. Le Grande, Jr., USA (Ret)
- Vice Chair: LTC Michael S. George, USA (Ret)
- Member: PCINC Capt Deborah A. Kash, USAF (Ret)

PCINC Kash replaced PCINC Col Clifford D. Way, Jr. in April 2021 when he passed away. The committee had an uneventful year as our chapter programs were restricted due to the Covid-19 pandemic. Companions' actions did not cause the Order any embarrassment or breach of ethics in meetings, interviews, or written publications.

Since the past year was one of diminished chapter meetings and public interactions by Companions, we all should be aware of our ethical guidelines as we enter a more active programmatic new year by our chapters and Companions. Companions and leaders should pay particular attention to the following.

- The introduction or discussion of sectarian matters or partisan politics is prohibited in any meeting, assembly, convention or publication of the Order, its Regions, Departments or Chapters.
- The names, insignia, emblems or records of the Order, its Regions, Departments or Chapters will not be used for any sectarian, business, or partisan political purpose, without specific written authorization of the General Staff in every case.
- When representing or being affiliated with the Order be careful to ensure any speeches, interviews, emails, or written articles do not reflect political leanings that may be interpreted to imply a political or partisan position is endorsed by MOWW.

It has been an honor to serve with the dedicated members of this committee in maintaining the standards of the Military Order of the World Wars.

FOR THE GOOD OF THE ORDER

PCINC CLAY C. LE GRANDE, COL, USA (Ret)
Chair, Ethics Committee

FINANCE COMMITTEE | ANNUAL REPORT

MEMBERS

1. Brig Gen Arthur B. Morrill III, USAF (Ret)
Co-Chair, and MOWW Chief of Staff & Chief Operating Officer, MOWW, Inc.
2. LCDR Paul B. Webb, USN (Ret)
Co-Chair, and MOWW Treasurer General & Chief Financial Officer, MOWW, Inc.
3. CDR Robert F. Hartman III, USN (Ret)
Member, and Chair, Board of Trustees, MOWW, Inc.
4. VACANT
Member & MOWW Assistant Treasurer General, MOWW
5. SVCINC LTC (Dr) Michael A. Okin, USA (Ret)
Member & Senior Vice Commander-in-Chief, MOWW

PURPOSE

1. The Finance Committee's purpose is to provide the Order with a vertically and horizontally integrated, end-to-end, fiscal management and reporting capability involving all stakeholders vs. operating via stove-piped activities.
2. Key activities are financial planning, budget development, budget execution and investment oversight, and fund raising.

ASSESSMENT

1. The Order's finances and investments are professionally managed using Generally Accepted Accounting Principles (GAAP), which are a set of accounting principles, standards, and procedures that encompass the details, complexities, and legalities of business and corporate accounting. The Order uses GAAP as the foundation for its comprehensive set of approved accounting methods and practices.
2. MOWW, Inc.'s accounting method refers to the rules a company follows to report revenues and expenses. The Order accounting method is accrual accounting which reports revenue and expenses as they are earned and incurred. GAAP principles provide the foundation to ensure a company's financial statements are complete, consistent, and comparable.
3. All accounting practices, processes, and results are validated in an annual audit by independent auditors. The Order's annual audit was completed in March 2021 and the Order earned another clean audit, i.e., an unqualified opinion, after a thorough audit done by a CPA firm specializing in nonprofit organizations. (See the Chief of Staff's Annual Report.)
4. Quarterly Finance Reviews (QFR). QFRs look at budget execution and investment portfolio performance. QFRs are held using the following GAAP-compliant MOWW, Inc., financial exhibits:
 - a. Statements of Financial Position (Balance Sheets)
 - b. Statement of Activity (Actual vs. Budget) Summary
 - c. Statement of Activity (Actual vs. Budget) Detail

- d. Statement of Activity (Income Statement) by Program
 - e. Statement of Cash Flows
 - f. MOWW, Inc., Dashboard
 - g. Selected Chapter Activity Report (CAP) Metrics (coming in FY 2020)
5. P&M Fund Dividend Disbursement. This process was executed in compliance with established processes and procedure as outlined in the MOWW Bylaws and the Policy Manual.

FUTURE ACTIONS

- 1. The MOWW, Inc., Board of Trustees will field a set of metrics in partnership with Merrill-Lynch in late 2021.
- 2. The Committee will present the FY 2022 MOWW, Inc., Budget to the EXCOM for its approval on 8 Dec 21.

FOR THE GOOD OF THE ORDER



ARTHUR B. MORRILL III, Brig Gen, USAF (Ret)
Co-Chair, Finance Committee
& Chief Operating Officer, MOWW, Inc.



PAUL B. WEBB, LCDR, USN (Ret)
Co-Chair, Finance Committee
& Chief Financial Officer, MOWW, Inc.

HOMELAND SECURITY COMMITTEE | ANNUAL REPORT

Over the past two years, the nation has faced one of its greatest homeland security crises due to the COVID-19 pandemic. The Order's chapters have risen to this challenge through their support to a variety of homeland security outreach efforts. As of the drafting of this report for the 1 June 2021 reporting deadline, eleven chapters have submitted applications for the Chapter Homeland Security Award, which is a recent record. As just a few examples:

- The Greater El Paso Chapter, TX, presented a number of awards to local first responder agencies for service during the El Paso Walmart mass shooting and COVID-19. They also have a running series of Homeland Security Minutes in their monthly newsletter and on their website.
- The Hill Country Chapter, TX, presented three awards of merit to local first responder agencies, recognizing their efforts during the 2021 Winter storm in Texas. They also presented a Silver Patrick Henry to a school resource officer for his outstanding service and dedication to the school's students.
- The Pinson Memorial Chapter, TX, presented a chapter proclamation on behalf of their local police department, with the proclamation carried on a local cable network. The Chapter Commander also spoke at a City Council meeting honoring their police and fire departments.
- The Puerto Rico Chapter directly supported the VA Caribbean Health System requests and guidelines to provide modified procedures to support the veteran's community. Their list of guest speakers included the Secretary of Puerto Rico's Department of Homeland Security.
- The Puget Sound Chapter's Companions applied for, and received, a grant to combat youth violence in schools through Youth Leadership Conference topics.
- The Alfred H. M. Shehab Chapter, NJ, awarded three Silver Patrick Henry awards to local officers who carried out lifesaving actions, and got local media coverage for these awards.
- The Santa Cruz Valley Chapter, AZ, has pioneered an initiative through which they share both virtual and in-person speakers across chapters. As a result, their region (XIII) is starting an online shared database of speakers and speaker engagements. They have also developed newsletters that typically contain 50+ hyperlinks to various news and information articles, helping Companions learn more about key issues.
- The Sun City Chapter, FL, was able to place thirty articles in local media about their homeland security presentations. They also arranged for three radio interviews, including one with CINC Lopez. The chapter also worked with other organizations to raise over \$100 thousand in support of various homeland security-related causes.
- For the Col. George C. Woolsey, CA, chapter, BG Lopez conducted a radio interview promoting the chapter's recognition of first responder agencies and personnel. They also provided donations and support to a range of organizations, including the National Search Dog Foundation, One805 (which provides equipment to public safety agencies), and Bucket Brigade (which assists in disaster cleanups).
- My own chapter, the MG Leigh Wade - DC Chapter, hosted two speakers from within the Order this year. The first, Col. Roman Golash, spoke on bioterrorism threats to the US. The second, Robert Epstein, HPM, covered the important work the Civil Air Patrol is doing and how Companions can get involved, as well as a number of other ideas for improving chapter outreach in homeland security and other areas. Similarly, the MG Miles Chapter (NM) hosted speakers to

discuss emergency preparedness and the COVID-19 pandemic. The Virginia Piedmont Chapter hosted a public health presentation on disease prevention.

As for myself, this year I was fortunate to be able to speak to multiple chapters and community organizations on overcoming current threats of terrorism and political violence in the US. I have a forthcoming article on this topic in *The Officer Review*. I also started leading a study for the Department of Justice on improving our abilities to detect mass shootings and reduce casualties during attacks; I plan on sharing findings with the Order once this study has been completed.

As for Homeland Security Committee plans: in part inspired by the example of the Santa Cruz Chapter, we plan to create an Order-wide virtual series of homeland security presentations and discussions over the next year. We also plan to create a list of speakers available to present on homeland security topics.

Overall, this has been an impressive few years for the Order's homeland security outreach efforts. We look forward to even more impressive efforts in the future.

FOR THE GOOD OF THE ORDER

JOHN S. HOLLYWOOD, Ph. D., HPM
Chair, MOWW Homeland Security Committee

INFORMATION & PUBLICITY COMMITTEE | ANNUAL REPORT

COMMITTEE

The Information & Publicity Committee (IPC) is an enabling Committee. It monitors informational communications of a publicity-related nature for the Order on a nation-wide basis and makes recommendations to the Commander-in-Chief for actions designed to obtain optimum press coverage of the Order's activities and desired public messaging. It guides the implementation and regular use of a Public Affairs Program; encouraging the use of MOWW News Release guidance, strategy, and products to publicize all activities. It directly consults with all chapters to promote the creation and/or enhancement of regular chapter publications, such as local newsletters and bulletin products, within chapters. See also Appendices Q and R of the MOWW Policy Manual and available online MOWW website IPC-related publications and tools, such as News Release Guides, Media Relations Handout, and Chapter Hybrid Meeting Handout planning guidance tools.

OPERATIONS

The IPC reorganized its operations to accommodate two co-existing coordination processes. The first coordination process continues to be the conventional standing committee coordination process – where committee operational actions are updated and communicated to the MOWW corporate leadership. An additional second co-existing operations consultant team coordination process was created and dovetailed into the already established standing committee process – to provide the committee with Order-wide feedback and input on committee initiatives and projects. The standing committee is comprised of five (5) members (i.e., Chief of Staff “IPC Statutory Member” / the IPC Oversight SVCINC / the IPC Chair / the IPC Vice-Chair / the Chapter Publications Program Manager). The IPC Operations Consultant Team is comprised of identified subject matter expertise fellow companions (currently numbering 11 team members identified from throughout the Order) who are called upon to weigh in only any projects requiring their subject matter expertise input contributions. The IPC meets via online video conference call meeting format monthly.

PROJECTS

The IPC was tasked to address seven (7) projects for the 2020-2021 activity season. Three of the projects were CINC-directed and the remaining four projects were IPC-generated.

CINC-directed:

1. Enhance online MOWW website IPC-related guidance, publication, and product situational awareness.
2. Provide IPC representation and involvement in the MOWW Branding & Marketing ADHOC Committee.
3. Identify and secure a seamless Chapter Publications Program Manager position transition process.

IPC-generated:

4. Review and improve upon the annual Chapter Publications Awards Scoring Process.
5. Research suitable Online Cloud Archiving & File Storage requirements for EXCOM review and action.
6. Research and recommend suitable MOWW national website upgrade capabilities to the EXCOM.

7. Research the Informational and Publicity value-added aspects of online video conferencing capabilities.
PROJECT STATUS

CINC-directed project-1 – ACCOMPLISHED by notifying via email messaging all VCINCs, Regional Commanders, Department Team Leaders, and all local Chapter Commanders the existence and availability of two IPC-related “News Release Guidance” publication documents in the *Operations & Programs* section of the website accessible to all fellow companions. Two Region XIII Education & Training Program Handout products (Media Relations and Chapter Hybrid Meeting Planning training documents were created and uploaded to the *Training & Development* section of the website.

CINC-directed project-2 – ACCOMPLISHED by identifying, assigning and having an IPC representative participate in every scheduled MOWW Branding & Marketing ADHOC Committee online video conferencing meeting. The IPC representative was instrumental in the creation and development of an MOWW RFI document identifying and soliciting third party support services for potential corporate contracted services.

CINC-directed project-3 – ACCOMPLISHED by identifying a suitable Chapter Publications Program Manager to assume program duties at the commencement of the 2021-2022 activity season. The IPC also researched and recommended the need for an online corporate Chapter Publications Program suitable file storage arrangement (in lieu of) continued use of a third-party private single-user account arrangement.

IPC-generated project-4 – ACCOMPLISHED by effectively analyzing and improving upon the currently used Chapter Newsletter Scoring Sheet spreadsheet product and streamlining somewhat the overall process. The IPC developed, tested, and implemented a newly crafted user-friendly Chapter Publications Awards Scoring Sheet. The newly developed scoring sheet further clarified the overall line-item scoring criteria and the points awarding process, while also adding a publication production credit score component. Consequently, the Chapter Publications Awards scoring process efficiently handled two operating years (OY) worth of award scoring review activity using the same allotted scoring time reserved for a single OY review and scoring annual process.

IPC-generated project-5 – ACCOMPLISHED by analyzing suitable IPC growing online cloud archiving and file storage requirements. Recommendations were generated and submitted for EXCOM review and follow-on action. EXCOM review resulted in establishing the recommended MOWW-DROPBOX corporate online cloud archiving and file storage account – where the MOWW corporate HQ is the account owner, payee, and primary corporate client and two IPC members have account administrative editing access to address day-to-day local Chapter coordination support operations.

IPC-generated project-6 – ACCOMPLISHED by the completion of project-5 and continued MOWW corporate oversight-centric national website upgrade project IPC-related research effort contributions involvement.

IPC-generated project-7 – was accomplished by analyzing and generating targeted IPC-related tools and products specifically for promoting MOWW Branding and Marketing while participating in both internal MOWW online video conferencing meetings and when participating in partnered fellow veteran service organization online video conferencing meeting venues. Such products include internally developed electronic MOWW graphic backdrop products used during online video conferencing meeting activities promoting the corporate organization logo and registered non-profit brand name.

PERFORMANCE SUMMARY

Overall IPC productivity increased, as demonstrated by an increase in OY Chapter Publications Awards Program participation (from 31% to 51%). IPC operational reorganization efforts provided a more robust Order-wide fellow companion subject matter expertise representation effort that made quick work of

project review, discussions, and implementation action. Regular monthly meetings kept project development on schedule.

FOR THE GOOD OF THE ORDER

MARLON RUIZ, Lt Col, USAF (Ret)
Chair, Information & Publicity Committee

LAW & ORDER COMMITTEE | ANNUAL REPORT

1. This report concentrates solely on the committee Law & Order (L&O) accomplishments and goals supporting regions and chapters.
 - a. The committee continues to share L&O topics and issues for those Companions joining the “Military Order of the World Wars Law & Order Outreach” Facebook group (page). These postings identify issues which provide outreach ideas for presentations and promotions with local sources and/or opportunities within local communities. The postings should also provide chapters with ideas for local individual and/or agency recognition.
 - b. Several chapters’ L&O accomplishments have been shared or were shared by the FB group administrator, with the FB group. The Committee will continue to post issues and chapter accomplishments to this FB group. And we encourage chapters simply post chapter newsletter L&O articles about presentations and recognitions to the FB group.

2. The committee proposed online MOWW National L&O Award nomination submitted to MOWW HQ & leadership, which is under evaluation. This format will more briefly summarize a chapter’s L&O Outreach submission than the enclosures (1), (2) & (3) in MOWW Policy Manual Appendix L. Stay tuned, we will be trying to be more efficient.

3. As of 1 June 2021, eight chapters have submitted for MOWW Law & Order Awards for 2019-2021. The Committee Awards Evaluation team was comprised of the following Companions:
 - a. Major James H. Haney, USMC Retired – Chair
 - b. CW4 Robert D. Hohman, USA Retired – Vice Chair
 - c. MAJ Andrew J. Rodnite, JD / USA Retired - MOWW JAG
 - d. LTC William W. Sondervan, USA Retired
 - e. Lt Col Ferris Garrett, USAF Retired
 - f. Col Ron Rakowsky, USAF Retired
 - g. CPT Paula Mitchell, USA Retired - *ex officio*

4. During the 2021-2022 MOWW Program Year, the Committee would like to:
 - a. Continue to review & update web links provided in Appendix L to the MOWW Policy Manual.
 - b. Continue to share issues and chapter accomplishments by Facebook postings or email that can be used for a chapter L&O project.
 - c. Additionally, share L&O issues with chapter commanders or their designated L&O Program Chair/Coordinator. by email messages
 - d. Review the chapter newsletter drop box to identify L&O articles that should be shared with other chapters.

1) Periodically post to the MOWW website (Companions Only / Outreach Programs / Law & Order) internet and smart phone application sources for L&O issues,

e.g., <https://www.police1.com>, <http://policefoundation.com/>,
<https://amuedge.com/category/public-safety/>, <https://www.firerescue1.com/>.

FOR THE GOOD OF THE ORDER

JAMES H. HANEY, Maj, USMC (Ret)
Chair, MOWW Law & Order Committee

LEGISLATIVE & RESOLUTIONS COMMITTEE | ANNUAL REPORT

The Legislative and Resolutions Committee is comprised of the following companions:

- a. LTC King Moss II, USA (Ret)—Chairman
- b. Maj Paul Willard, USAF (Ret)—Vice Chairman
- c. LTC William Rapp, USA (Ret)
- d. LT Walt Laidlaw, USN (Ret)

The Legislative & Resolutions Committee received one resolution to review and no legislative requests during the year 2020-21. The Legislative and Resolutions Committee reviewed the request for the approval and processing of the a resolution from the Chicago, Illinois Chapter titled Resolution on Veterans Status for Guard and Reserve Retirees The resolution “urges Congress to mandate that the Department of Defense recognize military retired Guard and Reserve members with an Armed Services discharge form and further urge the Department of Veterans Affairs to recognize Retired Guard and Reserve members as veterans with admission to state veterans homes with full funding.” The committee did not recommend approval or processing of this resolution.

FOR THE GOOD OF THE ORDER

KING MOSS II, LTC, USAR (Ret)
Chair, MOWW Legislative & Resolutions Committee

MAGAZINE COMMITTEE | ANNUAL REPORT

The MOWW Magazine Committee conducted its consideration of *Officer Review*[™] magazine articles from 2020 for the VADM Dyer Writing Awards. The Committee conducted its voting of articles at MOWW Headquarters on 27 January 2021.

- The Committee members were:
 - PCINC LTC Ruth L. Hamilton, USA (Ret), Chair/Recorder
 - PCINC CAPT Russell C. Vowinkel, USN (Ret), Vice Chair
 - PCINC LTC John H. Hollywood, USA (Ret)
 - IPCINC LTC Charles S. Chamberlin, USA (Ret)
 - CDR Robert F. Hartman III, USN (Ret)
 - CS Brig Gen Arthur B. Morrill III, USAF (Ret) Editor-in-Chief, *Officer Review*[™] (Ex Officio)

All Committee members received Magazine Committee Guidance & Voting Procedures prior to the meeting. Each member was asked to submit their top five articles from magazine issues January to December 2020. Those article titles were then compiled as a list of most frequently selected articles that was sent to all Committee members.

Prior to voting, Committee members received an overview of *Officer Review*[™] magazine articles in general from Chief of Staff/Editor-in-Chief, Brig Gen Arthur B. Morrill III along with his thoughts on articles that were published. The magazine is renowned for reflecting the Order's sense of patriotism and valuing high ideals and principles.

Committee members voted the complete list of articles to determine a First Prize, Second Prize and three Honorable Mention Prizes in accordance with the VADM Dyer Writing Award criteria.

The award recipients for First Prize, Second Prize, and Honorable Mention Prizes, will be announced at the 2021 MOWW National Convention Awards Luncheon. The prize amounts for winning articles are as follows:

- VADM Dyer Writing Prizes for Excellence
 - First Prize (One award at \$2,000)
 - Second Prize (One award at \$1,000)
 - Honorable Mention Prizes (Three awards at \$500 each).

The Committee Chair will encourage Companions to submit articles on topics of interest and/or personal vignettes from their military careers for consideration in the *Officer Review* magazine along with vignettes on efforts of their respective chapters.

FOR THE GOOD OF THE ORDER

PCINC RUTH L. HAMILTON, LTC, USA (Ret)
Chair, Magazine Committee

MOWW – PERSHING RIFLES GROUP COMMITTEE | ANNUAL REPORT

This Committee Report is submitted in memory of our departed Committee Chairman, Companion, P/R, and friend COL Brad Beasley, USA (Ret.). Brad was overtaken by Covid 19 after mounting a brave battle. Brad was an industrious Companion of MOWW and a great friend, always with a smile and a joke. COL(R) Brad Beasley was one of the “good guys” who will be sorely missed by all who knew him., God Bless.

PERSHING RIFLES COMMITTEE PURPOSE

The Committee on Pershing Rifles will develop and implement mutually supportive actions to the benefit of the Military Order of World Wars and the Pershing Rifles Group (to include Pershing Rifles Actives, Blackjacks, and Pershing Rifles Alumni). Such activities and association shall provide mutual support for recognition, increased membership, and commitment to both subject organizations and leadership development and mentoring to young leaders.

General of the Armies John J. (Blackjack) Pershing, established both our Military Order of the World Wars (MOWW) and in 1894, the Pershing Rifles. In 1894, while he was the Professor of Military Science at the University of Nebraska, General of the Armies Pershing created an organization for the development and refinement of leadership abilities in the Army ROTC Cadets under his command. What is now called Pershing Rifles, is organized on college campuses throughout our nation, with central organization provided by the Pershing Rifles Group. The primary purpose of the Pershing Rifles is to develop, at the highest degree possible, outstanding traits of leadership, military science, military bearing, and discipline within the framework of a military oriented, honorary fraternity.

The MOWW and The Pershing Rifles Group, in 2015, signed the initial Memorandum of Mutual Support to guide the implementation of mutually supportive actions to benefit the Military Order of World Wars and the Pershing Rifles Group (to include Pershing Rifles Actives, Blackjacks, and Pershing Rifles Alumni). Such activities and association provided mutual support for recognition, increased membership, and commitment to both subject organizations and leadership development and mentoring to young leaders.

In 2016 at the Pershing Rifles National Competition and Convention in Washington, DC, specific actions and/or activities intended to enhance the provisions of the Memorandum of Mutual Support (MoMS) were established through its Addendum. This Addendum established a “living” Timeline for completing requisite actions in support of the MOMS.

During 2020 your Committee on Pershing Rifles—COL (R) Brad Beasley, Chairman, and MG(R) Donald Jacka, both Companions of MOWW and PRs—worked diligently with the leadership of the Pershing Rifles Group to refine the initial provisions of support and draft a Memorandum of Agreement (MOA) between the Military Order of World Wars and the Pershing Rifles Group. The overall objectives of this Memorandum of Agreement are as follows:

- MOWW Chapters and PRG Companies work diligently to increase membership in both organizations by recruiting eligible members of both organizations to join the other. This will be accomplished by encouraging MOWW members who are PRs to join the PR Alumni Association. Likewise, we encourage PR's who are eligible to join MOWW Chapters to do so either through MOWW local Chapter Membership or MOWW National Headquarters.
- MOWW to provide the PRG a list of all MOWW Chapters, their leadership, and their locations.
- The PRG will share the locations of their Companies and jointly with the MOWW, make recommendations as to the alignment of association with MOWW Chapters.

- The PRG will strongly encourage their Alumni who live in or near the MOWW chapters join that local MOWW Chapter and become Companions.
- The MOWW will work jointly with their Chapter's PR Alumni or PRG designated representative to make calls to local high schools that do not have Blackjack (BJ) Companies and assist in helping the PRG initiate BJ companies at those high schools.
- Additionally, the MOWW will work with the PRG Alumni or representative in their Chapters to make joint calls to Colleges/Universities that do not have a Pershing Rifles and Pershing Angels) Company, to assist in establishing a Pershing Rifle Company in those Colleges/Universities.

This Memorandum of Agreement, once completed and approved by both organizations, awaits ratification through signatures by the MOWW CINC and the Chairman of the Pershing Rifles Board of Directors. Such public signatures should be accomplished at the upcoming Convention of the Military Order of World Wars.

FOR THE GOOD OF THE ORDER

BRAD M. BEASLEY, COL, USA (Ret)
Chair, The MOWW-PRG Committee

NATIONAL SECURITY COMMITTEE | ANNUAL REPORT

Oversight Official: VCINC LT John S. McConnell

ASSIGNMENTS: The National Security (NS) Awards Evaluation Group Committee is comprised of the following Companions:

- Col Adalberto Rivera, USAF (Ret) – Chair
- CWO4 David A. McCuiston, USN (Ret)- Vice Chair
- COL Christian Yorck, USA (Ret)

At the beginning of the operational year, we contacted all Regional Commanders to request their assistance validating the National Security Representatives for their respective regions. Some of the regions kept the previous one, some of them appointed a new representative. CWO4 stayed as committee's Vice Chair and COL Yorck volunteered to be part of the committee.

INITIATIVES: The National Security Committee (NSC) Award submission guidelines will be updated to reflect:

- The deadline for submission of packages change from 1 May to 1 June.
- Direct email submission to the undersigned committee chair – adal_rivera@yahoo.com.
- Email attachments will accompany each email submission with chapter commander's signature.

OPERATIONAL RESULTS:

- Review of MOWW Policy Manual for corrections on issues related to MOWW National Security Award Nomination Packages.
- Review of MOWW Policy Manual for corrections on issues related to Appendix O – National Security Award Score Sheet.
- The NSC shared two (2) update/advisories to the Board of Directors, Oversight VCINC, committee members, Region Commanders and Chapter Commanders. The information ranged from issues related to the Mexican Drug Cartel and US/Mexico relations, US reliance on outsourcing materials from China, Russia and China advance weapons development, and the Israeli air strike on Gaza.

FOR THE GOOD OF THE ORDER

ADALBERTO RIVERA, JR., Col, USAF (Ret)
Chair, MOWW National Security Committee

NOMINATING COMMITTEE | ANNUAL REPORT

The 2021 Nominating Committee officers are:

- Chair PCINC LTC John H. Hollywood, LTC, USA (Ret)
- Vice Chair: IPCINC LTC Charles E. Chamberlin, LTC, USA (Ret)

The Nominating Committee arranged and scheduled the following nominating activities for Companions and candidates seeking national office during the 2020 MOWW Convention. All nominating and election activities will be done IAW MOWW Policy Manual Appendix F, MOWW Candidate Nominating Process (dated 9 April 2019, amended 9 February 2021).

- Candidate Orientation: The nominating rules and procedures will be discussed and there will be an opportunity to ask questions of the committee. All declared candidates have been notified and nominating and seconding officer information requested.
- Candidate Forum: All Companions seeking national office may make a presentation and receive questions in front of the convention delegates. Any candidate wishing to speak at this forum may do so. Specific time limitations for speeches and questions will be enforced.
- Nominating Committee meeting: Credentialed Nominating Committee members will nominate, second, and select a list of nominees to be reported to the convention delegates. Designated Registration Desk during the times displayed at convention. Committee members will be provided ballots in their credentials packet with specific instruction on their purpose and use. All members will read the rules prior to attending the meeting.
- Presentation of nominees to convention delegates. The Chair, Nominating Committee, will present the nominees selected by the committee to the convention delegates a time specified by the Commander-in-Chief.

Companions may still announce their intention to run for a national office by notifying the Committee Chair at his email address, jhhollywood@verizon.net or by phone (C) 301.873.1702, as soon as possible.

Candidates are not required to speak at the Candidate Forum but must arrange to be nominated and seconded by a companion during the committee meeting immediately following the Candidate Forum.

The Chair and Vice Chair thank those Companions who assisted by serving as Marshalls controlling entry to the Nominating Committee Meeting and the Tellers who tallied the votes for ballots during the election.

FOR THE GOOD OF THE ORDER



PCINC JOHN H. HOLLYWOOD, LTC, USA (Ret)
Chair, Nominating Committee

Enclosure:

OY 2021 National Officer Candidates—Biographies & Platforms

DOING THE WORK OF THE ORDER IS VOLUNTEERING

NATIONAL OFFICER CANDIDATES FOR OY 2021

POINCETIC JOHN H. HOLLYWOOD, USA (RET)
CHAIR, MOWW NOMINATING COMMITTEE

As a part of the 2021 MOWW Convention, the 220 General Staff and the 382 Chapter Delegates, who total a MOWW voting population of 602, will vote for the Order's National Officers from among the following candidates and from any accepted nominations from the floor. This is our most sacred duty as Companions.

FOR COMMANDER-IN-CHIEF

LTC MICHAEL A. OKIN, MD, USA (RET)



Biography. LTC Okin graduated from Washington & Lee University in 1976 (BS, Biology) and earned his MD from the University of Virginia. He completed a Family Medicine residency in 1983 (Eisenhower Army Medical Center, Fort Gordon). He deployed

to Grenada. He later completed a Family Medicine Fellowship at the University of North Carolina, and in 1987, he transferred to the Army Reserve and moved to Lynchburg, VA, as the Associate Director, Lynchburg Family Medicine Residency Program. He later deployed during the Gulf War, after which he reentered private practice. In 1997, he retired from the Army Reserve and in 2015, he retired from medical practice. He has served as: Commander, Virginia Piedmont Chapter; Vice-Chair, Education & Training Committee; Member, Strategic Planning Committee; a VCINC; and SVCINC.

Platform. This OY will be a rebuilding year in which we will need to refocus on the fundamentals required to become a viable and sustainable Order, with chapters that are capable of successfully addressing the Order's Strategic Goals. By securing the viability and sustainability of each chapter, the chapters will then be on the solid footing needed to reinvigorate chapter recruitment and Companion involvement, both of which have suffered over the past year and are needed to ensure the Order's success. As the pandemic recedes, it is my intention to facilitate the Order's success by meeting with as many Companions as time

and resources allow to lead the rebuilding efforts. It will take more than my personal involvement to make this endeavor successful. It will require Companions to be creative, thoughtful, and innovative to make this Order successful. It will require Companions to have frequent, open, and frank communications up and down the chain of command and to acknowledge and be sensitive to something I call institutional empathy—a recognition that your voices and needs will be heard even if it appears, at times, that leadership is deaf to the suggestions and requests from individual Companions. I commit to an increased level of communication. I realize that a good leader is successful because of those in the Order that execute their vision. I challenge all Companions to exhibit the ethos of excellence, for only with this ethos can the Order fulfill its mission and accomplish its Strategic Goals.

FOR SENIOR VICE COMMANDER-IN-CHIEF

BG VICTOR S. PEREZ, USA (RET)



Biography. BG Perez graduated from the University of Puerto Rico (BS, Business Administration, *magna cum laude*) as a Distinguished ROTC Cadet. He also holds an MS (Administration Science) from Central Michigan University.

He graduated from the Airborne School, the Quartermaster Officer Basic Course, Inter-American Defense College (Fort McNair), and the Joint Task Force Commander Course (Northern Command). He previously served as the Deputy Chief of Staff for Logistics, PRARNG. His last duty assignment was Director, Joint Staff (Joint Force HQ, PRARNG) and Contingency Commander (PRARNG). Prior MOWW positions held include Commander, Puerto Rico Chapter, and VCINC.

Platform. My tenure as VCINC, member of the Top-8, and the EXCOM enriched my understanding, esprit de corps, passion, and willingness to serve the Order and now drives me to seek a term as Senior-Vice-Commander-in-Chief. "It is Nobler to Serve than to be Served." As we look ahead in the short and long



DOING THE WORK OF THE ORDER IS VOLUNTEERING

term, we all must agree that our number one goal and challenge continues to be membership: "Recruiting and Retention." We all are recruiters, and we must ask ourselves how many new members we have inducted into our chapter. The answer must be at least one.

In Region VI, we are excited to share that we finally stopped the closures and began opening cadres, which by next Spring 2022 should be fully functional North-East Florida and Center Florida Chapters. We need to level the curve. We are confident that commanders at all levels are strong, professional leaders who embrace our Preamble, Bylaws, Constitution, and Strategic Plan to ensure all chapters are viable, operational, and in complete execution of our outreach programs. The imperative to "Command" is communication, up and down, across all levels. There is no command and control without communication. There is no substitute to the Companion for the direct reach of the commander. We commanders in our leadership role are responsible to build the synergetic team that will execute our Chapter Action Plans and reach our objectives. We need to be accountable for results. The current COVID Pandemic situation is one of incredible challenges, which moves us to use all available virtual platforms to continue our meetings. As the situation permits, we can combine hybrid and in-person meetings. The option of not meeting is not an option. I am a member of various veterans organizations and humbly and proudly I dare to say that none of them do what we do. We truly make a difference with our youth, our communities, and our nation. Serving in this Order is extremely gratifying precisely because of what we do. Believe it; we make a difference. The Order needs our leadership. I can attest from my tenure as VCINC that we are all willing, committed, and ready to "Unite to Establish" the Military Order of the World Wars.

MAJ ROBERT J. WILLIAMS, USAF (RET)



Biography. Maj Williams received an Air Force commission in 1969. He served as an aircraft maintenance officer at Ellsworth AFB, U-Tapao Airfield, Offutt AFB, Chanute AFB, RAF Mildenhall, and Minot AFB. Retiring in 1988, he next spent 24 years with FlightSafety International as an Instructional Developer and Project Specialist, retiring again in 2014. As a Companion, he was the Fort Worth Chapter Junior Vice Commander, Senior Vice

Commander and Chapter Commander. He was also the Chair, Scouting Committee, a General Staff Officer, an appointed EKCOM member, the Adjutant/Treasurer and Commander, Region VIII, and a VCINC.

Platform. Recruiting can happen only at the chapter level, and only if the local communities know who we are and what we are about. This starts by "showing the flag" and becoming a visible presence within the community by actively advocating the tenets of our Order. It is our responsibility to increase the Order's visibility and Companion involvement in their local communities by: First, using the existing MOWW video to create multiple 30-second to two-minute video clips, which chapters can use and provide to local media outlets as advertising and recruiting tools; second, encourage chapters to use the chapter satellite concept to involve distant Companions in ROTC/JROTC, Scouting and Youth Leadership outreach within their local communities; third, MOWW can take the lead within local communities and partner with other Veteran Service Organizations and patriotic organizations in hosting and conducting frequent patriotic events and round table discussions on patriotism.

FOR VICE COMMANDER IN CHIEF

COL MICHAEL P. PECK, USA (RET) REGION II



Biography. COL Peck retired in 2017 as Superintendent, Veterans Assistance Commission, Lake County, IL. He served as Superintendent 2006 to 2017. Previously he served as a Sergeant in the Galesburg Police Department for 24 years. Mike is a graduate of Western Illinois University with a BA in Administration of Criminal Justice and an Association Degree in Law Enforcement Administration from Carl Sandburg College. Mike served in Vietnam with the 18th MP Brigade (1968-1970) as a Sergeant and was commissioned as a 2LT from Infantry OCS at Fort Benning and returned to Vietnam in 1971. He retired from the Army Reserve as a Colonel with the 86th ARCOM in 1996. He is currently the Chairman, Illinois Department of Veterans Affairs Advisory Council, and serves as the Vice Commander, Region II (MOWW). He has served as a volunteer for the Illinois Committee for Employer Support of the Guard and



 DOING THE WORK OF THE ORDER IS VOLUNTEERING

Reserve for the past 43 years, assisting Guard and Reserve members with understanding employment rights. He twice previously served as the Commander, Region X (MOWW). He also served on the Illinois Department of Veterans Affairs Advisory Council since 2007. He is former National Vice President of the Reserve Officers Association and is a former Post Commander in the VFW and the American Legion.

Platform. For MOWW to be a relevant patriotic and veterans organization, we need to participate in the legislative process. We are listed as a 501 (C) (19) non-profit organization by the IRS. This means we are a veterans organization, and we should help veterans with their legislation. I represent MOWW on the Illinois Department of Veterans Affairs Advisory Council. We look for resolutions from the veterans organizations. Annually, the Chicago Chapter has produced resolutions, and these should be passed to Congress, but this does not happen. We have a problem at the Abraham Lincoln National Cemetery in Illinois, and again MOWW needs to play a role in resolving the problem of the truck traffic going through the cemetery. This is disrespectful. It would never happen at Arlington, but it happened at our national cemetery in Illinois. This requires an Illinois resolution but requires national attention as well. Each year, I visit the 12 senior ROTC detachments in the state of Illinois. We also have over 30 JROTC units in Illinois. In fact, Chicago has the largest JROTC program in the nation. We really need to look at a cadet membership. This is enough to get them started so when they are first commissioned, let them be a member for two years and then they can decide if the organization can represent them. We need to introduce MOWW to the Guard/Reserve and we can do this by telling them we represent them and help them by passing legislation that assist them and their families. This past year, the pandemic has cause great hardship on the employers of the Guard/ Reserve members. We introduced legislation to get a tax credit for these employers. We also recognized that the pandemic has created secondary PTSD with the family caregivers and we've also introduced a tax credit to assist them. More importantly, we are looking at a program where they can go for assistance but this should not just be a state—it should be a national program and we should each year at the MOWW Convention be passing resolutions that MOWW can promote to Congress. Programs and patriotism can promote membership.

The MOWW legislative program, with our patriotic program, can increase membership as we show the nation that we care for those who defend.

CAPT EDWARD W. GANTT, USN (RET)
REGION IV


Biography. Captain Gantt enlisted in the US Army after high school, having been drawn to aviation since his early years. He served a 12-month tour in South Vietnam as a helicopter door gunner and crew chief. Separating from the Army in early 1972, he eventually enrolled at Howard University, DC. He earned a Bachelor of Science degree in 1997. Deciding to pursue aviation one more time, he entered the US Navy's Aviation Officer Candidate School. Completing aviation school in 1978, he earned his Naval Flight Officer wings and was selected for aviation training in the F-14 Tomcat at Naval Air Station Oceana, VA. For the next 27 years, he flew from the decks of USS Dwight D. Eisenhower, USS Saratoga, USS Forrestal, USS Carl Vinson, and USS Independence. He took command of Fighter Squadron 31 at Naval Air Station Miramar, CA in 1992 and began serving with the Navy's West Coast Fighter Wing. He is a graduate of the Industrial College of the Armed Forces, DC, and of the Indian National Defense College, New Delhi, India. In 2000 and 2001, he commanded the Navy Recruit Training Command at Great Lakes, IL, the Navy's only Boot Camp. Retiring from the Navy in 2003, he began teaching within the public-school systems of Washington, DC, and Prince George's County, MD. He has since served as the Senior Naval Science Instructor at four different high schools in those two school systems while heading up their Navy JROTC programs. He served as Vice Commander, Prince George's County Chapter, prior to his election as Region IV Commander in 2020.

Platform. I believe it is nobler to serve than to be served, and that has influenced most of my decisions and actions over the past 50 years. The Order's active involvement in developing future leaders from among our nation's youth was a particularly inspiring mission that I intend to assist in every way possible. My highest priority will be to work diligently in support of our Order's Strategic Goals. As a key member near the middle of our chain, from the CFNC to each Companion, I fully recognize the critical importance of the two-way communication up and down the chain.



Enclosure. OY 2021 National Officer Candidates—Biographies & Platforms

DOING THE WORK OF THE ORDER IS VOLUNTEERING

That communication responsibility will be effective with the specific intent to keep our Order's leaders, our chapters, and our Companions all informed as much as possible. Our Order has a long tradition of service to and in our communities where our veterans and families live. To continue providing that service to veterans and families, our membership must remain actively involved in support of the mission. With the passing of time, the torch must be passed. We are approaching an era where the future leaders of the 21st century are rapidly approaching college graduation. Our Order must play a role in developing an attitude among that generation that it is nobler to serve than to be served. That will be a major focus of my time and energy.

LTC CHARLES R. CONOVER, JR., USA (RET)
REGION VI



Biography. LTC Conover graduated from college in 1967 with a degree in mechanical engineering and was commissioned a second lieutenant in Air Defense Artillery. Next, he transferred to the Wisconsin Army National Guard (1965) and was assigned to 2/532 Armored Battalion in Green Bay, WI, as the battalion motor officer through its redesignation as the 1/127 Infantry. He also served as the *aide-de-camp* to the Adjutant General of Wisconsin for two years. Next, he served as the S-4 and later as the S-3. Transferred to 64 RAOC as the XO, he was promoted to XO of Troop Command in 1984 and retired from the Wisconsin Army National Guard in 1986. As a civilian, he worked for Paper Converting Machine Company for 23 years and then was the VP/GM of the Haysen Paper Packaging Machinery Division, a Bemis Company, until the division was sold. After retiring to Florida in 2010, he started C. C. Consulting, offering engineering and application services to the paper, film, and foil industries. He has been a Companion since 2011 (Sun City Center Chapter) and has twice served as its commander, and multiple times as the Region VI Commander. He has served as the Chair, Council of Area Commanders, and as an EXCOM member, since being appointed in 2021. As Commander of Region VI, he led his region team in starting one new cadre in North East Florida and he hopes to have a second cadre for The Villages (FL) by the 2021 Convention.

Platform. If elected to the position of Vice-CINC, I will continue focusing on increasing membership

in MOWW while stressing our motto, "It is nobler to serve than it is to be served," and our tag line, "Serving youth, community, and nation," to engage fellow officers and encourage them to join MOWW and continue their service. My region's chapters have excelled in many outreach programs and as a VCINC, I would use the experience in the successes of the region's chapters and the region to reinforce the Order's Strategic Goals.

LT COL MARLON RUIZ, USAF (RET)
REGION XIII



Biography. During Lt Col Ruiz's 27-year Air Force career, he initially served for two years in the enlisted corps as a wideband field communications technician. He then served for an additional 25 years as a commissioned officer. As an officer, he was a military aviator, but he also served as a service academy instructor (USMA and USAFA), a diplomatic liaison officer, a Foreign Area Officer, and he provided security assistance in the interagency world. After retirement, he served as an AFJROTC Senior Academic Instructor and as a distance learning program instructor (defense contractor) with C2 Technologies, Inc.

Platform. Given the many uncertainties and challenges in today's domestic and national stage, there has never been a more urgent need for MOWW and what we do to help instill national patriotic education and our nation's core values. If we are to posture the Order to meet the many challenges before us, it is therefore incumbent upon us all as faithful fellow Companions to help raise national public situational awareness of our core values and to help fortify our nation for the perils and challenges to come.

I have spent nearly 13 years dedicated to learning all I can about our Order's early beginnings and its legacy as a purveyor of servant leadership and proponent of lifelong selfless service. During my preparation efforts to become a truly conscientious and meaningful MOWW mission contributor, I have dedicated my personal research and development efforts to studying and analyzing the Order's noble mission and how our business practices translate in today's highly competitive veteran service organization community partnership environment. Of critical importance is having a clear comprehensive fundamental understanding of how the MOWW brand and its



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mission helps influence and prepare tomorrow's future leaders of this great nation.

My proven military training, certifications, personal experiences, and acquired special technical skillsets make me a highly effective MOWW mission engagement contributor. As a fellow Companion, I bring specialized and timely personal experiences and capabilities that, when coupled with the Order's most crucial organizational engagement mission, will guarantee its increased competitiveness among today's veteran service organization community contributors and will continue to make MOWW a prime resource in offering effective and dedicated youth invested services, as it continues to highlight the Order as a highly respected community partner for the foreseeable future.

LT COL DAVID J. WORLEY, USAF (RET) REGION XIV



Biography. Lt Col Worley has been a proud MOWW Companion since 2011, having retired from a full Air Force career and, after that, having retired from serving as a AFJROTC Instructor. He is currently the Commander, GA Bradley-COL Hanson Chapter, which hosted the 2019 Centennial National Convention (Simi Valley). He is also the current Director, Greater Los Angeles Youth Leadership Seminar; the current Assistant Director for Operations and Curriculum Development (Thousand Oaks Youth Leadership Conference), and a former Commander, Department of Central California, a former Commander, Region XIV.

Platform. I am requesting your vote for the office of Vice Commander-in-Chief (VCINC). Simply put, the position is about leadership. Having had the privilege and honor to serve in numerous leadership capacities within MOWW, I am well prepared to serve you and the Order at the highest level that the office requires. We need a long-range, national plan that revitalizes our Order, including a broad public relations (and social media) campaign, a pin-point focus on our community outreach, constructive administrative reform, and expanding (not contracting) our Order by appealing to today's younger generation of officers. Leaders "make things happen," and that has always been my leadership standard. I am also a reformer by nature, constantly seeking ways to improve and identify smarter ways to get things done. This is what

I did when I was in the Air Force, what I did when I was a teacher, and that is what I have been doing in my leadership capacities within the Order. We all know there is an "elephant in the room," i.e., declining membership and a diminishing level of functional chapters. The question is "What can we do about it?" I do not see the glass as "half empty" but as "half full" because I believe there is plenty we can do to revitalize the Order. As a chapter commander, I implemented a bold five-year plan to revitalize a chapter that was marginally functioning. Our mantra: "If you build the chapter properly, they will come." We hosted the highly successful Centennial MOWW Convention, we rewrote our Bylaws and re-established a robust Community Outreach Program, and we now have a heavy focus on our Order's strength, which is a youth leadership, recognition, and the Patriotic Education Program. Despite the pandemic, we successfully implemented two major Veterans Outreach Programs that are now chapter staples. We also implemented a bold public affairs and social media program, and we continue to increase chapter membership that includes a younger generation of officers. As a Region Commander, I implemented a growth and vitalization plan that is still in effect, which focused on increased community outreach and membership growth. In doing so, I engaged each chapter, listened to their needs, and provided them the tools they needed to facilitate their vibrancy and "mission success." At the national level, we need to take the same approach I took at the chapter and region levels. As we move out of the constraints caused by the pandemic, I hope that you entrust me to be part of today's leadership tasked with ensuring our Order thrives and endures for another 100 years. Your vote will be most humbly appreciated.

FOR TREASURER GENERAL

LCDR PAUL B. WEBB, SC, USN (RET)



Biography. Following graduation from Ottawa University with a BA in Finance, LCDR Webb entered the Navy Supply Corps through Officer Candidate School. His initial assignment was Supply Officer of USS Sam Rayburn where he qualified in submarines and completed three strategic deterrence patrols. Paul entered the Business/Financial Management Intern Program with the NAVSEA Aircraft Carrier Project Office during the time in which two nuclear carriers were procured on



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a single contract for the first time. Sea duty on the USS Proteus, homeported in Guam, was followed by Naval Postgraduate School where Paul earned a MS in Management, focusing on acquisition contract management. This led to his assignment as the Deputy Director of Contracts at NAVPRO/DPRO Sikorsky Helicopter in Stratford, CT. He was then assigned to USS Orion homeported in La Maddalena, Sardinia, Italy as the Assistant Supply Officer. His final assignment was Material Division Director at the Seabee base, Port Hueneme, CA, where he retired. Following his Navy career, Paul moved into education through the Troops to Teachers Program, teaching middle school mathematics and science. Paul was among the first Mathematics Specialists for Elementary and Middle Education in Virginia. Additionally, he taught math classes for teachers as an adjunct professor for UVA. He twice was recognized as a Teacher of the Year, and once as the Bedford County Middle Schools Teacher of the Year. He retired from teaching in 2014. In his retirement, he is a yoga teacher, specializing in yoga for cancer and cardiac patients/survivors, and for people in addiction recovery. He is a member of the Virginia Piedmont Chapter and has served for many years as its treasurer and adjutant. In March 2018, he was appointed Assistant Treasurer General and in 2019 was elected Treasurer General. He co-chairs the Finance Committee, which is responsible for oversight of MOWW's finances. Successful management of finances has resulted in clean audits during his tenure. His primary function as Treasurer General is to manage compliance with the IRS requirement that chapters file IRS Form 990N each year. His aggressive management of the process resulted in all chapters filing during calendar year 2020. This is significant because every chapter of MOWW was therefore eligible for and received the P&M Dividend in spring 2021, providing much needed funds to ensure the on-going success of the chapters and the Order.

Platform. LCDR Webb intends to continue to aggressively manage the filing of required IRS forms, to provide support for newly formed cadres to ensure their financial operations support the requirements of MOWW By-Laws and Policy Manual, and to maintain the record of accomplishment of clean financial audits.

FOR JUDGE ADVOCATE GENERAL
MAJ ANDREW J. RODNITE, JD, USA (FMR)

Biography. MAJ Rodnite was a practicing attorney for 53 years. The first five were as JAGC, with the balance of 48 years as a civilian attorney. During that time, he



served 20 years on the federal bench, until his retirement in 2006. He was admitted to the bar in NY, NJ, DC, FL, and SCOTUS, and in most federal courts in these jurisdictions: District Court of New Jersey, District Court of DC, DC Court of Appeals, Middle District of Florida, 5th Circuit

Court of Appeals (FL), 11th Circuit Court of Appeals (TX). He is an active member of the NJ and FL Bar Associations. He joined MOWW in 2007 and served at chapter and national level as the Judge Advocate and Judge Advocate General, respectively, and as the chapter Law & Order Committee Chair. In that latter role, he arranged annual Law Day programs involving guest speakers from the legal, law enforcement and first responder communities.

Platform. With over 54 years of varied legal practice and experience, I pledge to keep up to date by completing annual CLE (Continuing Legal Education) courses to maintain proficiency and current knowledge of legal issues and developing precedent to provide the best and most up to date legal advice and research in support of the Order.

FOR SURGEON GENERAL
CPT ROBERT E. MALLIN, MD, USA (FMR)

Biography. Dr. Mallin is a graduate of Adelphi University and New York Medical College. He is certified with the American Board of Plastic and Reconstructive Surgery and is a Fellow of the American College of Surgeons. While in the US Army (1966-1968) he earned a Bronze Star, Purple Heart and Air Medal, and a Combat Medical Badge. In private practice (1975-1994), he was the Alaskan State Physician of the Year.

Platform. I have been writing medically informative articles for *The Officer Review*® for over a decade. I believe that continuing to deliver topical medical information



Enclosure. OY 2021 National Officer Candidates—Biographies & Platforms

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articles in *The Officer Review*® is important for the membership and commit to continuing to do so.

FOR CHAPLAIN GENERAL

LCDR DEBRA E. ROGERS, ED.D., USN (RET)



Biography. LCDR Rogers is a retired naval officer with more than twenty years of expert military and corporate business experience parlayed with education. As a career Navy logistics officer, Debra served as a logistical expert, globally and domestically.

She currently serves as the Senior Naval Science Instructor at Potomac Senior High School, Naval Science Department. Under her leadership, the program has been ranked in the top 20% nationally among other Navy JROTC programs. LCDR Rogers describes herself as an inspirational leader who consistently delivers results via her genuine passion for selflessly helping others. She is a strategic thinker who relies on strong collaborative partnerships. Debra holds seats on several committees in professional, military, and civic leadership organizations. LCDR Rogers holds a Doctor of Education Degree in Leadership with a focus in Organizational Leadership from the City University of Seattle, a Master of Science in Liberal Studies degree with a concentration in teaching and learning from Fort Hays State University, and a Master of Science in Administration degree from Central Michigan University with a focus in Business Administration. Additionally, she obtained two Bachelor of Science degrees in Business concentrating on Global Business Management and Business Administration and Management from the University of Phoenix and Limestone College, respectively.

Platform. As Chaplain General, my strategic vision has been simple: a practical, all-inclusive approach to religion steeped in God's word. The platform will focus on providing strategies about fostering love, hope, resilience, understanding, and helping others in need. Now, it is more important than ever to become more collectively community-centric with a laser-focus on reaffirming that "we are all in this together." While human beings have a natural inclination to feel that caring for and loving others is a worthwhile endeavor, it is crucial to reaffirm as a community, without reservation, that every human being deserves love, compassion, and help when needed. This platform complements the organization's volunteerism focus. In the short and long-term, this platform can provoke increased volunteer participation at the local chapters.

FOR HISTORIAN GENERAL

LTC ARTHUR B. FOWLER, USA (RET)



Biography. After LTC Fowler graduated from Texas A&M University in 1971, he accepted a regular commission in the US Army, serving in Armor and Ordnance Corps assignments. From 1976 to 1989, he was in the Army Reserve Troop Unit Program in Civil Affairs and Ordnance units. Following graduation from Command and General Staff College, he entered the Individual Mobilization Augmentee (IMA) program with assignments in several Army Materiel Command depots. His last assignment before retiring in 1999 was as the IMA Commander of Anniston Army Depot (AD). While there, he was closely involved with the Center of Military History Clearing House. In the private sector, he is retired from the Information Systems Division of the National Office of the Boy Scouts of America. He joined MOWW in 2006 as a Perpetual Member of the Pinson Memorial Chapter (Region VIII) and has held various chapter positions since, including serving three years as the chapter commander. He was also the director of the Southwest Youth Leadership Conference for seven years (Texas Wesleyan University) and he has served as the MOWW Historian General since 2014.

Platform. The MOWW historical archives are stored and maintained at Stanford University by the Hoover Institution Library and Archives in Palo Alto, California. The archives were closed all of 2019 due to building renovations and were to reopen in the spring of 2020. However, they remain closed until further notice due to the COVID-19 Pandemic. The items I have received during this time will be submitted to Hoover when they reopen. It has been my policy that before submitting any material to the Hoover Archives, I make and store digital images so that a visual record of all new submissions is available. The storage of our archives there goes back to 1931 and there are now 360 archival boxes in the collection. In my several visits there since 2014, I have created digital images of many interesting items from the boxes I have examined. I intend to use these to create a set of historical documents and photos that can be viewed by any Companion from the MOWW website using a procedure like that now in place for chapter newsletters. Future visits will increase the number of items available for this feature. Inputs and communications from chapter and region historians is welcome and encouraged. ★



PATRIOTIC EDUCATION COMMITTEE | ANNUAL REPORT

1. Committee Members:
 - a. Chair: Lt Col Dave Dunlap | MG Wheeler Huntsville Chapter, AL; 256-651-1983; dunlapdl@aol.com
 - b. Vice Chair: COL Bill Townsley | Hampton Roads Chapter, VA; 757-478-7467; townsley2369@gmail.com
 - a. LtCol John Cahoon, Fort Walton Beach Chapter, FL; 850-862-5078; emeraldcst@cox.net
 - b. LTC Michael Jarvis, Green Mountain Chapter, VT; 802-272-1935; mjarvi43@gmail.com
 - c. CDR Ted Parsons | San Diego Chapter, CA; 619-267-4760; gt.parsons@sbcglobal.net
 - d. CAPT Michael "Buz" Isban | West Valley, AZ; 623-512-0765; buzisban@cox.net
 - e. MAJ Michael Belcher | Ft Hood Chapter, TX; 254-541-7841; mikeandvickib@mac.com
 - f. PCINC Capt Debbie Kash | San Diego Chapter, CA; 760-494-0709; debbie.kash@gmail.com
 - g. CDR Ralph Lewis | Hill Country Chapter, TX 830-377-0915, ralph71@gmail.com
 - h. Lt Col Marlon Ruiz | Santa Cruz Chapter, AZ; marlon.ruiz@earthlink.net
 - c. *Ex Officio* Members:
 - a. YLC and YLS Directors
 - b. COL Richard Minor (former PEC Chair and former YLC Director)
 2. The Patriotic Education Committee (PEC) is the outreach committee responsible for coordinating activities of the Order involving or contributing to the promotion, preparation, execution, and dissemination of PE programs. These programs encourage responsible and more capable citizenship and stimulating love of our country and its flag. The programs are accomplished through events and activities conducted and supported by MOWW chapters.
 3. The Patriotic Education Program is done mostly by or at in-person events-- Youth Leadership Conference (YLC) and Youth Leadership Seminar (YLS) events, in-school PE programs (Flag awareness and training), Massing of Colors, other PE community-wide events, and PE activity within the community in and outside MOWW Chapters. The Youth Leadership events are MOWW's premiere and signature outreach programs. They produce MOWW's greatest legacy for our nation by helping develop leadership skills of our nation's young men and women and improving their understanding regarding leadership in a free society, American heritage, and free enterprise. Other PE events and activities help build patriotism within the community and establish in-house chapter capability and credentials regarding PE and further applying them.
 4. COVID restrictions and precautions greatly constrained having and participating in in-person events, and what we were able to achieve with our Patriotic Education Program. However, we did have PEP and its outreach successes and are strengthening our ability to have more successes including better extending our outreach within and external of our local communities.
 5. The PEC with its Ex Officio members accomplished the following:
-

- a. Developed the MOWW YLC/YLS Schedule and revised it seven times due to having to cancel, postpone or relocate scheduled events.
- b. Reassessed and better documented the PE Program by updates to the MOWW Policy Manual and existing MOWW forms (11 Series).
- c. Proposed the Phoenician Essay Contest to be a three-tier (chapter, region, national) contest open to all YLC attendees, not just the YLC Outstanding Students. The contest starts with chapters for the students they sponsored to a YLC and with YLC Directors for their YLC's Outstanding Student. Each participating chapter conducts an in-house contest and advances the chapter's essay packets of the two highest ranking essays to its region. Each region with participating chapters judges the essays that were advanced by its chapters. Based upon the number of chapters in a region and the number of chapters participant, a region advances a set number of essay packets to the MOWW contest chairperson for the final judging. Each participating Outstanding Student of a YLC submits their essay packet to the YLC Director who then processes the packet and advances it to the MOWW contest chairperson. To accommodate our interrupted ability to conduct YLCs since mid-March 2020 due to COVID restrictions and precautions, the contest may be further opened to enable more chapters to participate. Relaunch date for the contest is 1 September 2021.
- d. Proposed a new PE award, the Patriotic Youth of the Year Award "to promote and further patriotic education in our nation." The award program is to recognize "youth deemed worthy of very high praise for positive patriotic efforts. The MOWW Patriotic Youth of the Year Award recognizes students (8th to 12th grade level equivalent and not necessarily tied to participation in another MOWW Youth program) whose patriotic-focused effort and results, particularly over the last two-year period, were deemed worthy of very high praise and award from the Military Order of the World Wars."
 - 1) The contest for this award is to also be a three-tier (chapter, region, national) contest.
 - 2) It is largely synchronized with similar activity for the Phoenician Essay Contest to minimize the structuring and use of resources by chapters participating in both contests.
 - 3) The Patriotic Youth of the Year Award has its own set of documentation for contest and its checklist, exhibit processing and evaluation as does the Phoenician Essay Contest.
 - 4) A form for a chapter to volunteer to serve the Contest Evaluation Committee was drafted initially for the Phoenician Essay Contest but modified to serve as a single form for either contest.
 - 5) Applied for and were approved for our YLCs and YLSs being listed among National Association of Secondary School Principals Contests, Programs and Activities for Students. The Phoenician Essay Contest is included as part of the YLC program.
 - 6) Provided certificates of insurance for MOWW youth leadership events by requesting insurance coverage.
 - 7) Collected school mailing addresses from chapters that host or support a YLC or YLS to enable direct mailing of Officer Review to schools.
 - 8) Provided a YLC/YLS starter packet to three chapters: FT Meade Chapter, Arizona Youth Leadership, Inc, and the Atlanta Chapter.
 - 9) Developed a Zoom tutorial and used it for training.

- 10) Conducted three video teleconferences using Zoom.com to address how to use Zoom and address how to use it and how it has been used for Youth Leadership events.
 - a) The Puerto Rico Chapter was the first to conduct a Youth Leadership Seminar by Zoom.com. The Huntsville YLC also used Zoom.com, but only to share their in-person event with several Companions at other locations. The New England YLC had used Microsoft Team for one of its events.
 - b) A few Companions had used Zoom.com and documented that and contributed to PEC video conferences attendees gaining insight to using Zoom.
 - 11) Problems with video conferencing are virtual fatigue, lack of availability of venue, and lack of interaction for leadership training.
 - 12) Inherent to In-person events are camaraderie, rapport, and immersion with workshops and activities, but video conferencing can be a viable alternative to not having an in-person event, full-up or less, is lower cost than in-person, and is a means by which Companions, coordinating school officials, government officials, and donors could view selected portions of an in-person or video conference event or an in-person and video conference event.
5. Chapter PE Activity. Most YLC/YLS events scheduled to occur during this operating year had to be cancelled. However, Youth Leadership events and related achievements accomplished during the year included:
- a. One New England YLC was conducted virtually using Microsoft Team. Thirty-three signed up, seven completed applications, and three completed the course.
 - b. The Puerto Rico Chapter conducted two YLS events as Zoom video teleconferences for 49 students in October and 206 students in March.
 - c. The Huntsville Chapter conducted its YLC in-person for 36 students, but also used Zoom to share some of the YLC with non-participants. Another 19 students, who were also YLC graduates, had trained and served as the staff for the YLC.
 - d. The Spirit of America YLC, supported by the Philadelphia Chapter restructured the 4-day event to be an event of 9 weekly 1-hour sessions (14 April – 9 June) and is being conducted virtually.
 - e. Reassessments of on-going Youth Leadership events regarding hosting capability and frequency and event application process and documentation.
 - 1) Ms. Julee Blanchard, daughter of Region VII Commander Pat Widner, digitized the Huntsville YLC application and set up its filling out and collection to be an online process. The medical portion of the application was by online input directly into the venues.
 - 2) Region VIII digitized its YLC applications and made its filling out and collection an online process. The region created a set of trainer slides for the step-by-step nomination/application process and a worksheet for entering nomination data. After an organization's YLC coordinators interview and select students, the organization's designee logs on to the region's website, goes to the YLC page, and nominates up to 5 students from one high school to be sponsored by the organization. After completing the nomination process, the nominator receives an email confirming the nominating and the URL website addresses for the corresponding YLC for the nominated students. The nominated students go to the URL and complete and submit their application per the online instructions.

- f. Companions Carl Witte (Delaware Chapter) and Bob Reese (Pittsburg Chapter) created two videos on leadership and another on success principles for leadership and life. The videos are available on the MOWW Region III website by clicking Youth Leadership and at the Operations and Programs page in the Companions Only section of the MOWW Website.
 - g. Due to COVID, there was no Phoenician contest for 2020. When the Phoenician launches on 1 September 2021, the contest will extend eligibility to students who attended a YLC in the 2019-2020 school year.
 - h. We were virtually unable to do any Massing of Colors event except for the Ft Worth Chapter, which with the help of many JROTC units put together and conducted a virtual and video recorded the event.
 - i. For 2021-2022, 22 YLCs and 10 YLSs are projected to be held.
 - 1) The Philadelphia Chapter scheduled a second Spirit of America YLC, and it is to be held in November.
 - 2) Region VIII will hold its 4 YLCs as in-person events. To make that possible, what has been the YLC at the USS Lexington and the YLC at TWU will be held at Schreiner University in Kerrville, TX and return to their pre-COVID locations in future years.
 - 3) The San Diego Chapter restructured its YLC to be conducted as a one-day event this year and will return to being a multi-day YLC for future years.
 - 4) Colorado Springs Chapter's Rocky Mountain YLC will be an in-person event, received confirmation of that from the venue 28 May, and has 88 students signed up to attend. For contingency, the event had been planned as an in-person event and a video teleconference.
 - 5) Some chapters like the Tacoma Chapter shifted the date of their event to conduct it, but to no avail.
 - 6) The Augusta Chapter scheduled a second Augusta YLC, and it is to be held in October.
 - 7) The Hampton Roads Chapter scheduled a second American Independence YLC and it is to be held in October.
6. To accomplish in the coming operating year:
- a. Review and update each PE-related MOWW form, (11-series).
 - b. Implement the Phoenician Essay Contest per its checklist (MOWW Form 11f).
 - c. Directly interface with Region and Chapter Commanders and their Patriotic Education Coordinators regarding the Phoenician Essay Contest and other Patriotic Education activities and events. (Region PE Coordinators are specified as being members of the PEC per Patriotic Education Committee Guide (MOWW Form 11g)).
 - d. Work with EXCOM toward getting the Patriotic Youth of the Year Program approved
 - e. Assist MOWW chapters/event coordinators acquire MOWW insurance and PEI books for the events.

- f. Request YEF reimbursement for YLC/YLS events within 60 days of receiving YLC/YLS Report (MOWW Form 11h) for the event director.
- g. NLT 1 Feb: Apply to NASSP for having our YLC/YLS events, and Phoenician Essay Contest listed as activities and contest for the next school year (Aug – July). See [nassp.org](https://www.nassp.org) application procedures at “Apply to be Listed.” (<https://www.nassp.org>).
- h. Gain MOWW approval for the Patriotic Youth of the Year Program and its documentation.

FOR THE GOOD OF THE ORDER

DAVID A. DUNLAP, Lt Col USAF (Ret)
Chair, Patriotic Education Committee

RESERVE OFFICER TRAINING CORPS COMMITTEE | ANNUAL REPORT

Committee Members:

- Chairman: CDR Alan Mandigo | Puget Sound Chapter, WA; 253-241-9502; cdramm@outlook.com
- Vice Chair: CW4 Robert Ozier | Catalina Mountains Chapter, AZ; 520-886-9624; rjozier@msn.com
- Member: LTC Patrick Stolze | Apache Trail Chapter, AZ; 480-620-3229; pstolze40@gmail.com
- Member: CDR Ralph Lewis | Hill Country Chapter, TX; 830-377-0915; ralph71@gmail.com
- Member: LTC Rich Moore | Greater El Paso Chapter, TX; 417-818-4497; rmoore@canutillo-isd.org
- *Ex Officio* Members: Region Commanders

ROTC Committee Purpose:

- The committee is responsible for supporting and monitoring the MOWW Chapters with respect to activities and support of University/College Reserve Officer Training Corps (ROTC) and High School Junior ROTC (JROTC) programs.

2020/2021 Objectives:

- ROTC Support: Continue efforts to ensure that all ROTC and JROTC programs are supported by a MOWW Chapter.
- Continue to review and update all ROTC/JROTC Service Headquarters guidance instructions.
- Chapter ROTC Annual Reports: Continue to work with Region and Chapter Commanders to ensure that all MOWW Chapters submit an annual Form 39, ROTC/JROTC Program Award Submission. In 2016 there were 20, 2017 – 26, 2018 – 41 and in 2019 there were 48 reports. Our goal was 50 for 2020, which due to the pandemic cancellation of the 2020 Annual Reports will be the 2021 goal.
- Create guidelines for the completion of the Chapters, Form 39, ROTC/JROTC Program Award Submission in the Spring of 2021 as a 2-year report which was completed and forwarded to all Chapters in April 2021. The guidelines included how to complete a combined 2020/2021 report.

ROTC Committee Support:

- Reviewing the ROTC and JROTC websites is a continuous process. All the websites continue to be user friendly for finding colleges and high school units in each state. Use your personal browser and search for ROTC or JROTC.
 - Alternatively, you can use the MOWW website (ROTC Program Page) to connect to service ROTC/JROTC websites to identify the units in your chapter area: <http://www.moww.org/programs/rotc--jrotc-program/>

Region and Chapter ROTC Support:

- Using the Form 34, ROTC Committee Guide is the best help checklist a Chapter can use.
- Very important always is, once the new school year starts, MOWW regions and chapters need to contact all of your units that you support, verify Instructor changes, and ask if they know of

any units that have been deactivated or started up. It is very effective and much easier than combing through the websites. For example, for Fall 2021, the Puget Sound Chapter has 6 scheduled instructor changes, one new Army JROTC and one new Navy JROTC starting. These changes are already known due to the constant communication between Puget Sound Chapter and their units they support. Puget Sound Chapter Units had 10 Instructor changes the last school year.

- An outstanding example of chapter ROTC Committee Outreach may be found in the “Officer Review” of May-June 2020: “ROTC Outreach: Starting from Scratch” by COL Vincente C. Ogilvie, USA (Ret) of the Northern Virginia Chapter, VA.

MOWW Form 39 - ROTC Program Award Submission Update (a continuous process):

- The most recent update was a one-word change for entry 1.e., ROTC Award Ceremonies. The entry was confusing because it only asked for ROTC Award Ceremonies. Form 39 has been changed to: 1.e., ROTC / JROTC Award Ceremonies.

ROTC and JROTC Service Headquarters:

- Senior ROTC: Programs at colleges and universities remain virtually the same at 514 Primary Units supporting 2348 colleges and universities.
- Junior ROTC: The biggest change for JROTC is the addition of Space Force JROTC. The first 10 Space Force JROTC’s are going to be cross over Air Force JROTC’s officially starting in Fall 2021. The goal is to have 100 Air Force JROTC’s converted to Space Force in the next couple of years. The Navy JROTC and Air Force JROTC programs are continuing to deactivate programs with continued low enrollment. Navy JROTC is replacing the deactivated units with Navy National Defense Cadet Corps (NNDCC) units that have sustained minimum enrollment for 2 or more years, but they are not starting any new units. Army and Air Force JROTC are starting up new units when low enrollment units are deactivated. The JROTC’s remain basically the same with 1731 Army, 919 Air Force, 584 Navy, 32 Navy NNDCC, 246 Marine Corps and 10 Space Force Units.

SPACE COAST JROTC UNITS

	HIGH SCHOOL / UNIT EMAIL	CITY	STATE / UNIT #
1	Huntsville JROTC-R8-AL-941@au.af.edu	Huntsville	AL-941
2	Shadow Mountain JROTC-R4-AZ-911@au.af.edu	Phoenix	AZ-911
3	The Academy for Academic Excellence JROTC-R4-CA-20068@au.af.edu	Apple Valley	CA-20068
4	Falcon JROTC-R7-CO-20031@au.af.edu	Peyton	CO-20031
5	Space Coast Junior/Senior JROTC-R1-FL-20082@au.af.edu	Cocoa	FL-20082
6	Warren County JROTC-R2-NC-200612@au.af.edu	Warrenton	NC-200612
7	Del Norte JROTC-R6-NM-051@au.af.edu	Albuquerque	NM-051
8	Durango JROTC-R5-NV-941@au.af.edu	Las Vegas	NV-941

9	Klein JROTC-R3-TX-20005@au.af.edu	Spring	TX-20005
10	Arlington Career Center JROTC-R8-VA-821@au.af.edu	Arlington	VA-821

Chapter Annual ROTC Reports - Form 39, ROTC/JROTC Program Award Submission:

- Even though 2020 ROTC Reports were delayed until 2021, 7 chapters submitted reports. The ROTC Committee kept these reports so, if need be, the statistics may be added to the 2021 ROTC Reports. Efforts continue to increase the support of All chapters providing a JROTC/ROTC support IAW Strategic Goal (SG) 2.B.2.:
 “Together, all chapters support every JROTC/ROTC program (detachment) by presenting MOWW’s Senior and Junior ROTC medals, ribbon bars and certificates.”
- We know that most chapters are supporting the ROTC/JROTC units in their area, but the committee cannot, give an accurate accounting of the SG goal without 100% of the chapters reporting their support. We need chain of command support to achieve this.
- Chapters are commended for their continued support of all ROTC and JROTC programs.

FOR THE GOOD OF THE ORDER

ALAN M. MANDIGO, CDR, USN (Ret)
Chair, ROTC Committee

SCOUTING COMMITTEE | ANNUAL REPORT

Committee:

Chair: COL Robert F Schlegel

Vice Chair- Boy Scouts COL Carter Wood

Vice Chair- Girl Scouts- HPM Linda Ebert-Aruff

Other Members-at-Large

LTC Oren Lee Peters

Capt Michael Golden

MAJ Robert Williams

Regional Coordinators:

LtCol Dennis Christo – Region I

Capt Michael Golden- Region III nominating

CAPT Kent Weber-Region IV

CAPT Wall Jordan – Region- V

LtCol Henry Adams- Region VI

LTC Richard Green- Region VII

LTC Donald Willhouse – Region VIII

HPM Chuck Mackey – Region XIII

Vacant – Region XIV

Oversight VCINC: BG Victor Perez

General Comments:

Committee: We have lost long-time member Deborah Kerr- Minor who was forced to step down to a family health need. We appreciate all that she has done for the Order and Scouting.

On the plus side we gained committee members Capt Mike Golden and CPT Carter Wood also CAPT Kent Weber, CAPT Wall Jordan, Lt Col Richard Adams, and HPM Chuck Mackey—new representatives (who will add some youth, experience, and ideas to the committee’s work.

Recognitions:**Boy Scouts of America Update:**

Financial Reorganization (Bankruptcy) Filing: The BSA entered into a court filing which is designed to provide a fund to compensate victims of abuse and keep the BSA able to financially function so as to continue to deliver the Scouting program to youth. The Federal Bankruptcy Court in Delaware is expected to rule sometime in August. There have been some 80-90,000 claims filed and it is unclear how many of those are valid but is the intent of the BSA to compensate all victims of abuse. The local councils are now being asked to contribute to the fund and if they are part of the settlement, then claims against local councils would roll into the settlement.

It is also possible that the BSA may “go it alone” – the National HQ--- in which case lawsuits could be brought against the local councils for past and any future abuse cases. The BSA has developed a very strong program to prevent abuse and Scouts and all Scouters 18 and over must complete the training every two years. Over the last 20 years or so the program has become ingrained in the Scouting culture.

The BSA has submitted a plan of reorganization from bankruptcy which has entailed the loss thru resignation, retirement, or termination of more than half the professional staff in Texas HQ. Additionally, some non-critical assets of the BSA are to be sold to help fund the possible settlement, including the BSA’s collection of numerous Norman Rockwell’s paintings of Scouts.

Another change is that on 25 May the BSA National executive Board formally approved the reorganization above the Council, replacing the four regional offices and 27 area staffs with 16 National Service Territories, staff mostly by volunteers, saving an estimated 100 paid positions.

The various law firms representing the victims have apparently indicated that they do not care if the BSA is destroyed and that they plan to bring similar suits against other youth serving organizations such as the YMCA, YWCA, CYO, Boys and Girls Clubs, etc.

The good news in all this is that packs, troops, crews, and ships continue to meet and prepare young people for life.

Females in Cub Scouts and Scouts BSA (formerly Boy Scouting): Some 100,000 females have joined Cub Scout Packs and Scouts BSA female Troops. The Scouts BSA girls are in separate troops and the female Cubs in separate dens or packs.

About 1000 young women have achieved the rank of Eagle Scout (Class of 2020). Some earned all 135 merit badges!

Girl Scouts of America Update:

Advertising: Many spots have appeared promoting all the skills that the girls acquire with the GS cookie sales program.

COVID-19 Impact: As of this writing (27 May)_many states are beginning to ease restrictions but, up until now, most Scout units have been able to only meet virtually. However, the resourcefulness of adult and youth leaders is amazing – Scouts are earning merit and other badges which can be done indoors, such as Law, Electronics, etc. There even was a National Virtual Camp-Out!

The 2020 and 2021 National Meetings of the BSA were held virtually and it is not the same – a number of the goals that we were working on have been significantly delayed due to BSA and other employees working from home and etc.

Goals:

The operating Goals for the Scouting Committee were set in the 2019 Convention report and the status is as follows:

1. Goal: Promote Chapters Financially supporting attendance of BSA/GSUSA members at YLCs. Status: Not implemented as of this date, but chapters are encouraged to do so as they are able.
2. Goal: Continue exploring possibility of an annual MOWW award recognizing Eagle and Gold Award projects involving veterans. Status: No means exists to readily track the type of projects in the BSA system. For the 50,000 or so projects each year, only the project title and man hours are tracked by the BSA National Office via the Eagle Scout application form. The BSA does have a Bill and Melinda Gates Scholarship program for the best Eagle Scout project in each council/region /nationally (at \$50, \$250, and \$2500, respectively) but these have a huge endowment (\$100,000), the BSA tells us. Also, BSA staff has been so reduced that all but essential functions have been curtailed, reduced, or are now handled at the local council.
3. Goal: The committee has developed a patch that could be used to present with all four awards; this has not yet been approved by the EXCOM. A similar patch has been developed by the Region III and it is also available from Region III. It also covers all four GSUSA/BSA top awards.

Additional items worked on:

4. MOWW recognition device for wear on the gold/blue BSA Community Service “square knot”: BSA has recently authorized the 23 or so organizations, like MOWW, that award this award to develop devices for wear on the knot that represent the organization, as long as they do not exceed 5/16 in. in diameter.
5. We have developed and obtained such a miniature MOWW emblem to be used on the Square Knot and the committee has sent it to those who have already earned this award. A Scouter Could theoretically earn all 23 Awards (also Lions, Elks, Rotary, VFW, American Legion, etc.)
6. Gender-Neutral Eagle Scout Certificate.-The only certificate that needed to be changed was the Eagle Scout one. The Summit and Quartermaster ones were already gender neutral. This was accomplished and any of the old certificates on hand may be used by chapters so long as, of course, the Eagle Scout being honored is male.
7. Scouting Outreach Certificates: Since these were not awarded in 2020 (no convention) the certificates will cover OYs 2020 and 2021.
8. Scoutinggrams- Direct Emails to Chapter Commanders /Scouting Coordinators– were used in the past year to reach out directly to the chapters/chapter scouting coordinators with useful items/tidbits/etc. It is hoped that this will encourage them and help them reach more people.
9. National BSA Jamboree Visitation: One idea being floated is to have the CINC and perhaps other key MOWW leader visit a BSA National Jamboree at The Summit Bechtel Reserve in Mount Hope, West Virginia. Unfortunately, due to COVID 19 and the BSA’s bankruptcy filing, the 2021 Jamboree was cancelled. The Scouting committee chair will have attended the 2021 BSA “Telescopium” in July and will participate in planning for and content of a future Jamboree. It may be held in 2023.

Results of the OY 2020-2012 Forms 14 – Chapter Outreach results:

OY 2020 and 2021 Scouting Outreach Program Performance Outcomes

	2019/21	2018/19	2017/18	2016/17
No. Chapters Reporting	26	25	29	42
Boy Scout Coordinators	25	20	23	26
Eagle scout Certificated Presented	2110*	1105	647	439
Summit/QM Certificates Presented	7*	6	6	0
Girl Scout Coordinators	24	18	21	26
Gold Certificates Presented	897*	715	998	871
BSA Community Service Awards	8	2	1	3

*Note: If these certificates were halved for a single year, they would be:

1055 Eagle certs.; 4 Summit/QM certs; and 449 Gold certificates.

- The number of chapters for which information was received this year was an increase over the prior year’s report. 26 chapters submitted a MOWW Form 14 this year on or before the 1 June suspense date for this report, with one chapter (small) reporting no involvement in the Scouting Outreach Program.
- Twenty-five chapters (five small, nine medium and eleven large) reported some level of involvement in scouting via the Form 14s. Only those 25 chapters will be evaluated for the Chapter Scouting Program Award in the three categories (Small, Medium and Large Chapters.)]

In Conclusion:

The committee recognizes the contributions made by the individual members – presenting almost 900 Gold Award certificates and over 2100 Eagle scout certificates has taken dedicated effort and commitment to travel. ***This is over a two year period but is remarkable, especially during these COVID-19 times!*** There are more coordinators in the chapters, over the last period, handling the awards. ***Congratulations and Bravo Zulu (BZ) to them and their helpers!***

The Eagle Scout awards are often individually presented at troop Courts of Honor and deserve special mention.

The committee will work hard to achieve the goals noted above and, we have no goals with significant financial impacts.

The committee is committed to expanding the MOWW BSA/GSUSA award recognition program as our primary Scouting Outreach goal and will continue to seek additional innovative (“outside the box”) ways to do so.

Chapters are strongly encouraged to develop relationships with local BSA districts and councils, as well as GSUSA councils to expand the opportunities to recognize Eagle Scout, Quartermaster, Summit, and Gold Award recipients.

FOR THE GOOD OF THE ORDER

ROBERT F. SCHLEGEL, JR., USA (Ret)
Chair, Scouting Committee

STRATEGIC PLANNING COMMITTEE | ANNUAL REPORT

The Strategic Planning Committee reviewed the “MOWW Strategic Plan (2020-2025)” that was approved last year and do not have any recommended changes to the document. Two recommendations from the committee are as follows:

- The MOWW Strategic Plan (2020-2025) should be annually reviewed.
- The Strategic Goal Report Card should be annually reviewed with the Top-8 and the EXCOM as an aid to successfully directing the Order and should be accomplished early in the OY.

FOR THE GOOD OF THE ORDER



IPCINC CHARLES S. CHAMBERLIN, JR., LTC, USA (Ret)
Chair, Strategic Planning Committee

VETERANS AFFAIRS COMMITTEE | ANNUAL REPORT

- d. The committee members were:
- a. Chair, Reginald Brown, LTC, USA (Ret); reginaldbrown575@gmail.com; 575-756-8356
 - b. Vice Chair, Michael P. Peck, COL, USA (Ret); colpeck@yahoo.com; 805-964-9546
 - c. Committee Members:
 - i. Heinz Haskins, heinz.haskins@gmail.com
 - ii. Margaret E. Barnes, BG, USA (Ret); charter1975@yahoo.com; 601-327-9090
 - iii. Adolfo Menendez, Col, USAF (Ret); amenendez@yahoo.com; 787-925-4747
 - iv. David Christian Yorck, LtCol, USMC (Ret); christianyorck@gmail.com; 619-992-7051
 - v. Lawrence W. Rivera, CPT, NYARNG (Ret); lawrence.rivera.ctr@socom.mil; 813-919-0147
 - vi. Jonathan M. Church, CSM, USAR (Ret); cschurch@aol.com; 805-252-3759
 - vii. Marian M. Morrill, HPM, marianwood4@msn.com; 703-338-1711
 - viii. Jean E. Bennett-Stratis, HPM, jeanbennett.stratis@gmail.com; 813-758-7330
 - e. The committee goal for 1 July 2020 to 30 June 2021 was to remind and encourage chapter commanders to record, report and publicize their activities with Veterans. The goal and objectives were met, monthly emails with examples were sent and 12 chapters submitted for the Veterans Support Award. The Objectives were:
 - a. To have monthly email contact.
 - b. To provide examples of how to publicize the importance of the Veteran activity.
 - c. To have more than 10 chapters report their activities by submitting for the Veterans Support award.
 - f. Several regions or chapters work directly with their state legislators on Veteran issues. For example, the MOWW representative on the Illinois Department of Veterans Affairs Advisory Council is involved in general assembly legislation for: Surviving spouse assistance; Tax credit for reserve employers; Army aptitude test in high schools; State Veterans Home admission for retired Guard and Reserve; and state education benefits transfer to Veterans' children.
 - g. MOWW is also formally recognized on the City of Tucson Veterans Affairs Committee and North Texas MOWW is engaged with City and National Veteran Service Organizations.
 - h. Here is an example of the monthly Veterans Affairs Note as a reminder to record activities monthly.

Veterans Affairs Note, 2020 May

Greetings Companions,

Please remember to record the Veterans programs, events, remembrances, and education and outreach your companions participated in during April.

After attending the MOWW regional and national convention you have enhanced the capacity of MOWW as a Veterans Support Organization (VSO). Please publicize that, even if it was virtual.

For example: On April 15, Shaun McGarry, Rodney Breland and Shelby Hargrove attended the Region VII Conference to learn, report on the business of the region, memorialize our deceased Veterans and enjoy great comradery in New Orleans, Louisiana.

- ◆ *-Ask your companions to review their calendars to remember the date, time, and location.*
- ◆ *-Check the newspapers and social media to see if your companions were in the background.*
- ◆ *-For those companions in assisted living, record the Easter Celebrations.*
- ◆ *-For those with children and grandchildren in elementary school or college, record the school Easter programs and school break activities.*
- ◆ *-During Easter, some families honor the Veterans in their family with prayer, blessings, and storytelling. Record those intimate experiences.*
- ◆ *-Many Veterans volunteer during Easter dinners at local shelters and churches. Record those.*

Use MOWW Form 38 online, <https://www.moww.org/fm-38-chapter-veteran-support-award/> or create a hard copy document with these headings:

- ◆ *Date and time*
- ◆ *Number of companions involved.*
- ◆ *Number of companions recognized.*
- ◆ *Veteran support activity*
- ◆ *Number of veterans recognized.*
- ◆ *Short description and attach photos.*

Looking forward, some May observances are: National Military Appreciation Month, Loyalty Day 1 May, Silver Star Service Banner Day 1 May, National Day of Prayer 4 May, Victory in Europe Day 8 May, Military Spouse Appreciation Day 12 May, Children of Fallen Patriots Day 13 May, Armed Forces Day 20 May, Memorial Day 29 May

FOR THE GOOD OF THE ORDER

REGINALD BROWN, LTC, USA (Ret)
Chair, Veterans Affairs Committee

GAS PERSHING CHAPTER OF THE YEAR WORKING GROUP | ANNUAL REPORT

- Working Group Members:
 - Chair: SVCINC LTC (Dr) Michael A. Okin, USA (Ret)
 - Vice Chair: IPCINC LTC Charles S. Chamberlin, Jr., USA (Ret)
 - Members:
 - VCINC BG Victor S. Perez, USA (Ret)
 - Maj Robert J. Williams, USAF (Ret)
 - VCINC CPT Paula R. Mitchell, Ed.D., USAR (Fmr)
 - VCINC LT John S. McConnel, USNR (Fmr)
- GAS Pershing Chapter of the Year Working Group. The committee revamped this award, rewrote Appendix T (GAS Pershing Chapter of the Year Award Program), and created a new submission form to allow for a more efficient submission process. This year a monetary award of \$500 will be awarded to the first-place recipient in each of three chapter size categories: small, medium, and large.
- The descriptive paragraph in the Policy Manual, Appendix T, and the submission form will be re-evaluated on a yearly basis to ensure consistency and to accommodate minor changes given real-time experience with the documents and the submission form.

FOR THE GOOD OF THE ORDER



SVCINC MICHAEL A. OKIN, MD, LTC, USA (Ret)
Chair, GAS Pershing Chapter of the Year Working Group

AD HOC STRATEGIC GROWTH COMMITTEE | ANNUAL REPORT

The Ad Hoc Strategic Growth Committee was established to advise the CINC, and study strategic organizational growth as directed in MOWW Strategic Goal 1. Thanks to a great team consisting of deputy LTC Paul Farinella, COL Shambach, CDR Parsons, LTC Russell, LT McConnel, CWO Smart-Homer, and assisted by COL Schlegel, CWO McCuiston, and Lt Col Ruiz, progress has been made.

Specific tasks addressed are:

1. Stimulate member recruiting during the summer months by an excellent *The Officer Review*[®] article written by COL Shambach what chapter can do to enhance recruiting during summer months. Additionally, Steve Shambach included COVID tips and techniques to enhance chapter meeting success.
2. Improve required IRS Veteran membership ratio: Published article in Officer Review highlighting <75% veteran goal that including strategies to improve MOWW ratio. Idea: what is the advantage of MOWW Inc changing to 501(c)(3) status that mitigates veteran ratio and makes fundraising easier?
3. Improve Support to Tiger Teams: CDR Parsons designed 4 supporting documents to assist Tiger Teams. The virus has interrupted Tiger Teams for the time being.
4. Improve Social Media Presence: LTC Farinella developed a new protected Facebook page, the only social media recommended by the committee at this time.
<https://www.facebook.com/groups/militaryorder/> is active with companions posting information about chapter activities. Wide use of this social media platform would benefit the Order.
5. Marketing and Branding of The Order. The marketing effort to make more people familiar with MOWW is progressing through enquiries to 4 marketing companies. We have proposals from 2 companies currently and are assessing the merits of both.
6. Start new chapters: LTC Farinella and Major Russell have assisted 2 future chapter commanders (CWO McCuiston, and COL Schlegel) in Florida in their efforts to establish cadres in Jacksonville and The Villages. Committee actions consist of advice, encouragement, and research to commanders. To date, both cadres have been approved and meetings are taking place.

Ideas worth exploring: The Committee is exploring several initiatives that may provide future advances to The Order. A MOU with the Civil Air Patrol to expand cooperation, developing a MOWW webinar program that drives veterans to our website and new membership, branding our name in such a way that it attracts interest, items for the store, use of hybrid chapter meeting to expand reach, and study a tax status change to 501(c)(3).

FOR THE GOOD OF THE ORDER



PCINC DAVID B. GIBSON, USAF, USA (Ret)
Chair, *Ad Hoc* Strategic Growth Committee

GOLD PATRICK HENRY MEDAL RECIPIENTS | OY 2020

PRESENTER**RECIPIENT**

CINC BGen Frederick R. Lopez, USMCR (Ret)

CDR George T. ("Ted") Parsons, USN (Ret)
San Diego Chapter (Region XIV)LTC Cheryl D. Brady, USA (Ret)
Houston Chapter (Region VIII)COL Arthur N. Tulak, Ed.D., USA (Ret)
Capt Dillworth Memorial Chapter (Region XIV)

SVCINC LTC (Dr) Michael A. Okin, USA (Ret)

2LT Jason A. Sokolov, USA (Fmr)
Greater Boston Chapter (Region I)

VCINC BG Victor S. Perez, USA (Ret)

CDR Rudolph Matzner, USN (Ret)
GEN Westmorland Chapter (Region V)

VCINC Maj Robert J. Williams, USAF (Ret)

LTC Patrick L. Widner, USA (Ret)
LTG Middleton Chapter, (Region VII)

VCINC CPT Paula R. Mitchell, Ed.D., USAR (Ret)

LTC Gregg C. Geisler, USA (Ret)
MG Miles Chapter (Region XIII)

VCINC LT John S. McConnel, USNR (Fmr)

Lt Col David J. Worley, USAF (Ret)
GA Bradley-COL Hanson Chapter (Region XIV)

IPCINC LTC Charles S. Chamberlin, Jr., USA (Ret)

LT Charles D. Daniels, USNR (Fmr)
Dallas Chapter (Region VIII)

MOWW NATIONAL CITATIONS | OY 2020

REGION COMMANDER RECOGNITION

- | | | |
|----|-------------|---|
| 1. | Region I | Capt Albert J. Mundo, USAF (Ret)
Greater Boston Chapter, MA |
| 2. | Region III | COL Robert L. Reese, USA (Ret)
GEN Ridgway Chapter, PA |
| 3. | Region IV | LCDR Joel D. Kramar, USN (Ret)
Virginia Piedmont Chapter, VA |
| 4. | Region VI | CWO4 David A. McCuiston, USN (Ret)
Northeast Florida Cadre, FL |
| 5. | Region VIII | HPM GayNell Wells
Hill Country Chapter, TX |
| 6. | Region XIII | LTC Richard B. Moore, USA (Ret)
Greater El Paso Chapter, TX |
| 7. | Region XIV | LT Edwin C. Holt, USNR (Fmr)
Conejo Valley Chapter, CA |

DEPARTMENT COMMANDER RECOGNITION

- | | | | |
|-----|-----------------------------------|--|-------------|
| 8. | Department of Massachusetts | LTC Frederick J. Maguire, Jr., USA (Ret)
Greater Boston Chapter, MA | Region I |
| 9. | Department of Arizona | HPM Deborah J. Kerr-Minor
Phoenix Chapter, AZ | Region XIII |
| 10. | Department of Hawaii | Col Jason C. Seal, USMC (Ret)
Gaylord-Dillingham Mem. Chapter, HI | Region XIV |
| 11. | Department of Southern California | LtCol Michael W. Murphy, USMC (Ret)
MajGen Pendleton Chapter, CA | Region XIV |

CHAPTER COMMANDER RECOGNITION (STANDARD CHAPTERS)

- | | | | |
|-----|------------------------------------|------------------------------------|------------|
| 12. | Greater Boston Chapter, MA | CPT William J. Maloney, USA (Ret) | Region I |
| 13. | MG (Bvt) Chamberlain Chapter, ME | CW2 Dana E. Lane, MEARNG (Fmr) | Region I |
| 14. | Fort Knox Chapter, KY | CPT Stephen S. Spencer, USA (Fmr) | Region II |
| 15. | GEN Ridgway-Pittsburgh Chapter, PA | LTC Elaine H. Berkowitz, USA (Ret) | Region III |
| 16. | Gen Meade Chapter, MD | Maj James H. Shiffrin, USAF (Ret) | Region IV |
| 17. | Virginia Piedmont Chapter, VA | COL Thomas W. Current, USA (Ret) | Region IV |
| 18. | Augusta Chapter, GA | HPM Eleanor S. Gochenaur | Region V |
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19.	Brig Gen Scott Chapter, GA	COL Thomas R. Mann, USA (Ret)	Region V
20.	Knoxville Chapter, TN	HRM M. Ann Bachman	Region V
21.	Puerto Rico Chapter, PR	LTC Arthur J. Siemon, USA (Ret)	Region VI
22.	Sun City Center Chapter, FL	CW3 Edgar L. Smart-Homer, USA (Ret)	Region VI
23.	Fort Hood Chapter, TX	LTC George C. Shott, Jr., USA (Ret)	Region VIII
24.	Catalina Mountains Chapter, AZ	Maj Mary E. Wallendorf, USAF (Fmr)	Region XIII
25.	COL Stephens-Apache Trail Chapter, AZ	CW4 Douglas G. Gray, USA (Ret)	Region XIII
26.	Colorado Springs Chapter, CO	Col James W. Taylor, USAF (Ret)	Region XIII
27.	Greater El Paso Chapter, TX	LtCol Charles F. Hamilton, USMC (Ret)	Region XIII
28.	MG Miles Chapter, NM	HPM Eleanor I. Pinyan	Region XIII
29.	Phoenix Chapter, AZ	HPM Jeffrey Schrade	Region XIII
30.	Santa Cruz Valley Chapter, AZ	Lt Col Jay C. Hess, USAF (Ret)	Region XIII
31.	COL Woolsey Chapter, CA	Maj Jose A. Ramirez, USMC (Ret)	Region XIV
32.	GA Bradley-COL Hanson Chapter, CA	CPT Richard Henderson, USA (Fmr)	Region XIV
33.	Gaylord-Dillingham Mem. Chapter, HI	LTC Curtis A. Manchester III, USAR (Ret)	Region XIV
34.	Puget Sound Chapter, WA	LTC (CH) R. William Johnson, USA (Ret)	Region XIV
35.	San Diego Chapter, CA	COL Timothy J. Swann, USA (Ret)	Region XIV

There are 10 regions, 35 departments, 75 standard chapters and 2 at-large chapters in the Military Order of the World Wars, for a total of 120 commanders eligible to deserving Companions within their respective command to receive National Citations. (Recipients may not be serving National Officers.)

COMMANDERS-IN CHIEF

HONORARY

1. ✘ GAS John J. Pershing
2. ✘ ADM William S. Sims
3. ✘ GA George C. Marshall
4. ✘ FADM Ernest J. King
5. ✘ President Harry S. Truman
6. ✘ President Dwight D. Eisenhower
7. ✘ ADM Arthur W. Radford
8. ✘ President Herbert C. Hoover
9. ✘ GA Omar N. Bradley
10. ✘ President Ronald W. Reagan
11. ✘ GEN William C. Westmoreland
12. ✘ President George H. W. Bush

COMMANDERS-IN CHIEF

ELECTED

1. ✘ MG George H. Harries | (1920-1925)
2. ✘ MG Mark L. Hersey | (1925-1926)
3. ✘ G/A Douglas MacArthur | (1926-1927)
4. ✘ COL Thatcher T. P. Luquer | (1927-1929)
5. ✘ RADM Thomas J. Cowie | (1929-1930)
6. ✘ BG J. R. Delafield | (1930-1933)
7. ✘ LTC George E. Ijams | (1933-1936)
8. ✘ RADM R. R. Belknap | (1936-1938)
9. ✘ COL Edward N. Wentworth | (1938-1939)
10. ✘ LCDR Charles A. Mills | (1939-1940)
11. ✘ COL Charles C. Allen | (1940-1941)
12. ✘ MAJ Ennalls Waggaman | (1941-1942)
13. ✘ LCDR Charles Hann | (1942-1943)
14. ✘ MG Albert L. Cox | (1943-1944)
15. ✘ LCDR David Sholtz | (1944-1945)
16. ✘ ADM William H. Standley | (1945-1947)
17. ✘ COL Forrest F. Watson | (1947-1948)
18. ✘ COL Van R. H. Sternbergh | (1948-1949)
19. ✘ RADM William R. Furlong | (1949-1950)
20. ✘ LTG Milton G. Baker | (1950-1951)
21. ✘ RADM Harold C. Train | (1951-1952)
22. ✘ MG Melvin J. Maas | (1952-1953)
23. ✘ MAJ Omer W. Clark | (1953-1954)
24. ✘ MAJ Harry Okin | (1954-1955)
25. ✘ VADM Charles A. Pownall | (1955-1956)
26. ✘ LTC M. Leslie Buswell | (1956-1957)
27. ✘ LTC Howard E. Cox | (1957-1958)
28. ✘ CPT Robert G. Kales | (1958-1959)
29. ✘ MG W. Irvine | (1959-1960)
30. ✘ BG J. L. Whitney | (1960-1961)
31. ✘ LTC Vaughn H. Huse | (1961-1962)
32. ✘ CDR Hans von Leden, USN (Ret) | (1962-1963)
33. ✘ COL Henry G. Simmonite | (1963-1964)
34. ✘ BG Joseph Cohen | (1964-1965)
35. ✘ COL Robert E. Joseph | (1965-1966)
36. ✘ BG Louis J. Fortier | (1966-1967)
37. ✘ LTC Thomas S. Clayton | (1967-1968)
38. ✘ MAJ Thomas F. Faires | (1968-1969)
39. ✘ VADM George C. Dyer | (1969-1970)
40. ✘ LCDR Robert E. Steman | (1970-1971)
41. ✘ BG J. Paul Holland | (1971-1972)
42. ✘ MG Harley B. West | (1972-1973)
43. ✘ LTC Fred A. Kaps | (1973-1974)
44. ✘ CDR J. Paul Scheetz | (1974-1975)
45. ✘ LTC Starbuck Smith, Jr. | (1975-1976)
46. ✘ Lt Col Peter Burrows | (1976-1977)
47. ✘ BG A. R. Brownfield | (1977-1978)
48. ✘ COL L. Sam Moore | (1978-1979)
49. ✘ LT William A. George | (1979-1980)
50. ✘ COL Wesley H. Vernon | (1980-1981)
51. ✘ COL Jack N. Rogers | (1981-1982)
52. ✘ LCDR Roy C. Anderson, Jr. | (1982-1983)
53. ✘ COL Adrian L. Hoebeke | (1983-1984)
54. ✘ LT Blair F. Fulton | (1984-1985)
55. ✘ CPT Jephtha C. Tanksley | (1985-1986)
56. ✘ COL William H. Waugh, Jr. | (1986-1987)
57. ✘ CPT John E. Goggin | (1987-1988)
58. ✘ COL Francis S. Donnell | (1988-1989)
59. ✘ MG Frederick A. Welsh | (1989-1990)
60. ✘ Capt Dwight F. Copley | (1990-1991)
61. ✘ Col John L. Lawler | (1991-1992)
62. ✘ COL O. G. A. Mastroianni | (1992-1993)
63. ✘ CAPT Wendell C. Phillips | (1993-1994)
64. ✘ COL Richard A. Palewicz | (1994-1995)
65. ✘ Col B. Dean Smith | (1995-1996)
66. ✘ COL Homer C. Schmidt | (1996-1997)
67. ✘ MG Franklin E. Miles, USA (Ret) | (1997-1998)
68. ✘ LTC Alfred H. M. Shehab, USA (Ret) | (1998-1999)
69. ✘ CDR Bruce L. Slawson, USN (Ret) | (1999-2000)
70. ✘ 1LT A. Earl Luetge, USA (Fmr) | (2000-2001)
71. ✘ 1st Lt Donald G. Allen, USAF (Fmr) | (2001-2002)
72. ✘ CAPT R. M. "Rollie" Stevens, USN (Ret) | (2002-2003)
73. ✘ COL Brion V. Chabot, USA (Ret) | (2003-2004)
74. ✘ COL Bert L. Rice, USA (Ret) | (2004-2005)
75. ✘ COL Jack B. Jones, USA (Ret) | (2005-2006)
76. ✘ LTC David R. Titus, USA (Ret) | (2006-2007)
77. ✘ Col James D. Elmer, USAF (Ret) | (2007-2008)
78. ✘ LTG Robert L. Wetzel, USA (Ret) | (2008-2009)
79. ✘ COL Philemon A. St Amant II, USA (Ret) | (2009-2010)
80. ✘ Col Clifford D. Way, Jr., USAF (Ret) | (2010-2011)

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81. CAPT Russell C. Vowinkel, USN (Ret) | (2011-2012)
 82. LTC Gary O. Engen, USA (Ret) (2012-2013)
 83. Capt Deborah A. Kash, USAF (Ret) | 2013-2014)
 84. Capt John M. Hayes, USAF (Fmr) | (2014-2015)
 85. LTC Ruth L. Hamilton, USA (Ret) (2015-2016)
 86. COL Clay C. Le Grande, Jr., USA (Ret) | (2016-2017)
 87. Col David B. Gibson, USAF (Ret) | (2017-2018)
 88. LTC John H. Hollywood, USA (Ret) (2018-2019)
 89. LTC Charles S. Chamberlin, Jr., USA (Ret) (2019-2020)
 90. BGen Frederick R. Lopez, USMCR (Ret) (2020-2021)

✘ *Deceased*

GENERAL STAFF EMERITUS

COMPANIONS OF THE GENERAL STAFF

1. LTC Henry A. Adams
2. ✘ 1LT Marion S. Ball
3. ✘ MAJ JoAnne Barton
4. ✘ COL Joseph H. Barber
5. ✘ Maj Silas W. Bass
6. ✘ COL John C. Butler
7. ✘ COL Thomas E. Douglas, Jr.
8. ✘ COL Juan R. Figueroa
9. ✘ COL John G. Fuller
10. COL F. W. Grant
11. ✘ Col Frederick J. Graves, USAF (Ret)
12. ✘ COL Alden G. Hacker
13. ✘ COL Edward H. Heilbron
14. Col Watt G. Hill, Jr.
15. ✘ Col Edward V. Hoersch
16. ✘ CAPT Watt W. Jordan, Jr.
17. ✘ Lt Col Calvin J. Kadous
18. ✘ COL Charles F. Long
19. ✘ CW4 Robert R. Meier
20. ✘ COL Robert G. Meyler, Jr.
21. ✘ COL Alfred L. Michaud
22. CW4 Robert R. Ozier
23. ✘ Maj Joseph H. Reus
24. MAJ Irvin Schlenker
25. ✘ LTC William G. Shrecengost
26. ✘ CH (COL) Ralph L. Smith, Jr.
27. ✘ Col James M. Snyder
28. Patricia J. Snyder
29. CPT Francis R. Spaniola
30. ✘ COL Billie L. Stephens
31. ✘ CDR Waldemar D. Stopkey
32. ✘ Lt Gen C. M. Talbott
33. ✘ LT Laura M. Trexler
34. Col Jerrold L. Wheaton
35. ✘ COL J. Trigg Wood, Jr.
36. ✘ COL Pendleton Woods
37. ✘ COL Donn W. Yoder
38. CDR Alan M. Mandigo, USN (Ret)
39. Brig Gen Arthur B. Morrill III, USAF (Ret)

✘ *Deceased*