



2022 MOWW ALMANAC

OPERATING YEAR 2021

The Military Order of the World Wars' (MOWW) is a patriotic, nonpartisan, Veterans Service Organization (VSO) dedicated to promoting patriotism, civic responsibility, public service, and leadership in our nation's communities. MOWW's founding resulted from General of the Armies John J. Pershing's request that his officers continue serving America after their active military service ended following World War I. Since MOWW's establishment in 1919, MOWW members ("Companions") have lived by the Military Order's motto, "It is nobler to serve than to be served." The 2022 MOWW Almanac serves as the Order's Annual Report and is used to record activities, accomplishments and preserve these for the historical record.

HQ MOWW Alexandria, Virginia
www.moww.org

IN MEMORIAM

✘ PCINC Lieutenant General Robert Lewis “Sam” Wetzel, USA (Retired) ✘

Commander-in-Chief, 2008–2009
6 October 1930 – 20 January 2022

Lieutenant General Robert L. “Sam” Wetzel, US Army Retired, 91, of Columbus, Georgia, died January 20 surrounded by his loving family. He was born October 6, 1930, in Clarksburg, West Virginia, the eldest son of the late Columbus Lon and Ruth Kerr Wetzel.

Military Academy; Chief of Staff to General Alexander Haig, Supreme Allied Commander Europe; Commanding General of Ft. Benning; Deputy

After graduating from Washington Irving High School in 1948, Sam attended the United States Military Academy, West Point, graduating in 1952 with a BS in Engineering. Shortly afterward, he married Margaret Burkholder, with whom he had two children (Margaret and Bob).



Commander-in-Chief US Army Europe; and ending his career as Commander of V US Army Corps in Frankfurt. Upon his retirement and after 11 years in his beloved West Germany, Sam received a distinguished honor for an American when the German armed forces performed its most important ceremony, the torchlight “Grand Tattoo.”

Sam loved soldiers; he was Infantry to the core. His motto was “Make it Happen.” He was named the first Chief of Infantry since World War II when he was selected to command

Sam served two combat tours, first as an Infantry platoon leader in Korea and then as commander of the 4th Battalion, 31st Infantry in Vietnam. Later, while attending the Army War College in Carlisle, Pennsylvania, Sam met and married Eilene Christensen Long, a Vietnam widow with five young children (Chris, Ted, Patty, Cathy, and Mike).

the Infantry Center, Fort Benning. He was also the Honorary Colonel of the 31st Infantry Regiment and the Past National Commander, Military Order of the World Wars. He held both the Spirit of the Infantry Award and the

Doughboy Award.

Sam had a distinguished, 34-year career in the US Army, including: Aide to MG William Westmoreland, Superintendent of the US

On retirement from the military, Sam returned to Columbus, Georgia, where he started a consulting firm, Wetzel International. He was active in the Columbus community and maintained perfect attendance at Rotary for many years, attending meetings around the world. He was a beloved

member of the Green Island Country Club “Hacker” golf group for 35 years, where he served as “Czar,” organizing pairings and play through blazing heat and freezing rain with military style precision. He loved taking his grandchildren to Cottonmouth hockey games and hosting his annual Easter egg hunt amidst the azaleas in the yard.

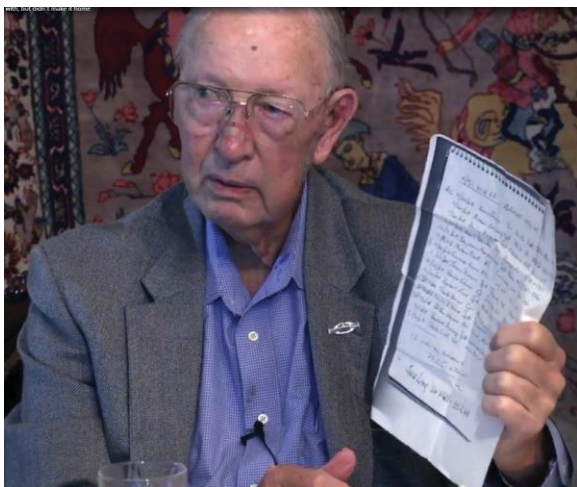


He was a Perpetual Member of the Military Order of the World Wars (MOWW). He was affiliated with the Hann-Buswell Memorial Chapter and the Columbus Chapter, GA. His MOWW service includes CINC, SVCINC and VCINC. He was Chair of the National Security Committee. He was Chapter Commander, Region V GSO, Region V Commander and National GSO. He was a member of the Homeland Security Committee. He recruited 23 members in one year

2004-2005.

Surviving Sam is his loving wife of 51 years, Eilene; his seven children: Margaret Wetzel Maxson, Robert Wetzel, Jr., (Donna Mills), Eileen “Chris” Long Henson (Ken), Theodore Long, Patricia Long Merritt (Butch), Catherine Long, Michael Long; his ten grandchildren: Joshua Wetzel, Jessica Staschak (Robert), Samuel Maxson (Ashley), Christopher Maxson, Kenneth Henson III, Evelyn Henson, Jacqueline Henson, Nell Henson, Theodore Henson, Herlihy Long, Benjamin Petree; and his five great-grandchildren.

On Friday, January 28, 1 pm, a funeral Mass was held at St. Anne’s Catholic Church with live streaming. The graveside burial with military honors followed at Fort Benning Cemetery. The family received friends at the National Infantry Museum visitation following the burial. ★



and received the CINC MOWW Merit Award in

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CONVENTION GUIDANCE

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.
- 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.

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.



MOWW CONVENTION RULES

The MOWW Constitution and Bylaws, the “Dignity of the Order,” and Robert’s Rules of Order, Newly Revised, govern MOWW Convention proceedings. The Convention will decide matters not covered by these.

Only duly accredited delegates or their alternates, duly selected by a chapter, shall participate in the business coming before the MOWW Convention.

The Host Chapter shall report the number of delegates certified at the opening business session of the Convention and thereafter as required.

The Commander-in-Chief will appoint a Sergeant-at-Arms for the Convention who will be responsible for maintaining order on the Convention floor throughout all business during the Convention.

Delegates, and Committee, Council and Board Chairs, shall be limited to three minutes speaking time. Upon request, the Presiding Officer may, at their discretion, grant a speaker additional time.

No person shall be given the privilege of the floor a second time on any question until others privileged and desiring to speak have done so, except that a National Committee, Council or Board Chair may speak more than once on matters pertaining to their Committee, Council or Board business.

Delegates desiring the privilege of the floor shall speak loudly or approach the nearest floor microphone, address the Presiding Officer as “Companion” and when recognized, state their name, chapter name, and the subject of their comments. Delegates granted the privilege of the floor should confine their remarks to the issue being considered.

Unless the Military Order of the World Wars Constitution and Bylaws, or Robert’s Rules of Order, Newly Revised, provide otherwise, action by the Convention shall be by majority of the votes cast.

When the results of a voice vote appear doubtful, the Presiding Officer or the Convention may call for a standing vote. On a standing vote, all delegates voting shall remain standing for a determination that they are either delegates or authorized alternates and then they will be counted.

Voting on all matters before the Convention, including proposed changes to the Order’s Constitution and Bylaws, and the Preamble thereto, shall be in accordance with the Order’s Constitution and Bylaws. If not specifically covered by these documents, then the Presiding Officer will set rules for each office being addressed before proceeding to nominations for the next office.

For the election of officers at the Convention, the nominating speeches on behalf of candidates nominated from the floor shall be limited to three minutes, with the seconding speech being limited to one minute. Upon accepting the nomination, the candidate’s remarks are limited to one three-minute speech.

After the Nominating Committee report is presented and accepted by a Convention vote, nominations and election for each office shall be completed in the order listed in the MOWW Constitution and Bylaws. The Presiding Officer will announce the results for each office before proceeding to the next office’s nominations.

MOWW CONVENTION DELEGATE INFORMATION

Each Chapter shall be entitled to two (2) delegates-at-large and one additional delegate for every twenty-five (25) members or major fraction thereof (in addition to chapter members who are members of the National General Staff) who are in good standing as of 30 June preceding the National Convention, annually.

Companions may only represent one chapter. A duly accredited alternate for the chapter may attend and vote in the absence of a chapter delegate. A chapter delegate requires written certification by the chapter commander, which must be presented during registration at the MOWW Convention.

All members of the National General Staff are delegates. General staff members do not require certification as delegates; however, they should identify their General Staff status when registering at the MOWW Convention to receive proper identification as a delegate.

According to the Order's Constitution (Article V, Section 4), The statutory delegates to the MOWW Convention constitute the General Staff and consist of:

- | | |
|---|--|
| A. Commander-in-Chief | M. Chairman, Council of Area Commanders |
| B. Senior Vice Commander-in-Chief | N. Assistant Treasurer General |
| C. Vice Commanders-in-Chief (four each) | O. Assistant Judge Advocate General |
| D. Chief of Staff (ex officio without a vote) | P. Assistant Surgeon General |
| E. The MOWW Board of Trustees | Q. Assistant Chaplain General |
| F. Treasurer General | R. Assistant Historian General |
| G. Judge Advocate General | S. Region, Department and Chapter Commanders |
| H. Surgeon General | T. General Staff Emeritus Members |
| I. Chaplain General | U. Chairs of all National Committees |
| J. Historian General | V. Directors of Youth Leadership Conferences (YLC) sanctioned by the Order (if not otherwise members of the General Staff) |
| 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 | |

All delegates should wear their MOWW Convention badge with their "Delegate Ribbon" attached while attending all business functions during the National Convention. This identification will be required to cast votes during the MOWW Convention.

NATIONAL CANDIDATE PRESENTATIONS & REGION CAUCUSES

Overview. The Candidate Presentation session’s purpose is to provide an opportunity for candidates running for elected office in our Order to state their qualifications and to solicit the support of the Companions present. In giving Companions the opportunity to hear from each of the candidates, Companions may ask questions of candidates seeking office, to include their reasons for running, their qualifications, etc., prior to the Order’s scheduled formal nomination process. No personal questions may be asked.

Roles & Responsibilities.

Chair, Nominating Committee. The Chair’s duties shall consist of control of the assembly and the orderly conduct of its business. The Chair appoints the Moderator.

Moderator, Candidate Presentations. The Moderator is a Companion designated by the Chair, Nominating Committee, to preside over candidate presentations. The Moderator announces locations available for the optional Regional Caucuses to be held after the Candidate presentations.

Rules help ensure all candidates receive equal time to speak to Companions attending the convention and to respond to questions from the floor. (Personal questions are out of order.)

Candidates for Elected Office. Companions in good standing, who wish to be elected to the leadership of the Order or have announced or will announce themselves as candidates for elected office, will present themselves to the Moderator so they may be included in the list of speakers. Candidates will speak in the order of their consideration during the Nominating Committee meeting, as listed in the MOWW Policy Manual, Appendix F, “MOWW Candidate Nominating Process.”

CINC	Surgeon General
SVCINC	Chaplain General
VCINCs (four)	Historian General
Treasurer General	General Staff-At-Large (Elected)
Judge Advocate General	

Candidates will speak one time, and each will have four minutes to speak. This four-minute period includes time during which time candidates make their presentations and answer Companion questions. Candidates speaking shall be given a verbal warning when they have one-minute remaining and 15 seconds remaining. After candidates make their presentations, they may stay or leave at their discretion.

All Companions attending the Convention are encouraged to attend candidate presentations to hear from those candidates who seek to be part of the leadership of this Order. Companions may convene and/or sit with fellow members of their region. (not required).

Companions should give all candidates their full attention and recognize the time constraints placed on candidates. Please refer to “Dignity of the Order” in this book in preparation for Candidate Presentations & Region Caucus sessions.

Regional Caucuses. After all candidates make their presentations, individual regions may caucus to discuss candidate presentations. Regional caucuses are self-managed. Time is available for regions to caucus, as announced by the Moderator. Regions wishing more information from a candidate may make their own arrangements with any candidate after all candidates have made their presentations

CONVENTION

2022 MOWW CONVENTION AGENDA | Version 16

Tuesday, 2 August 2022 Dress: Casual			
TIME	EVENT	LOCATION	ATTENDEES
0800-1000	Pre-Convention EXCOM Breakfast	ANCHOR	EXCOM Members
0900-1400	Golf Tournament & Lunch	Hidden Hills Country Club	All Golfers & Lunch Attendees
1445-1645	Council of Area Commanders (CAC)	PORT	CAC, CINC, SVCINC, CS
1700-1800	Hann-Buswell Memorial Chapter Meeting	PORT	H-B Chap Members
Wednesday, 3 August 2022 Dress: Casual			
0900-1700	Tour 1: St Augustine Experience		All Attendees
	LUNCH AS DESIRED		
1800-2100	CINC Welcome Buffet	WINDSTAR BALLROOM	All Attendees
Thursday, 4 August 2022 Dress: Casual (Hann-Buswell Memorial Chapter Dinner: Mess Dress)			
0700-0800	Activity Walk / Yoga		All Attendees
0700-0900	Council of Past CINC's Breakfast	TUG ROOM	CPC/CINC/SVCINC/CS
0915-0930	CINC Introduction	WINDSTAR BALLROOM	All Attendees
0930-1000	"Our Duty to History and Future Companions" Presentation	WINDSTAR BALLROOM	All Attendees
0915-1215	Tour 2: Jacksonville River Tour		All Attendees
1015-1045	MOWW Brand Strategy	WINDSTAR BALLROOM	All Attendees
1100-1200	Workshop: MOWW Website / Social Media	WINDSTAR BALLROOM	All Attendees
1200-1300	LUNCH AS DESIRED		
1300-1445	Iraq/Afghanistan Veteran Panel / Q&A	WINDSTAR BALLROOM	All Attendees
1500-1645	Workshop: PEC: How to Start a YLC/YLS	WINDSTAR BALLROOM	All Attendees
1800-2100	Hann-Buswell Memorial Chapter Dinner	WINDSTAR BALLROOM	H-B Chap Members
	DINNER AS DESIRED		
Friday, 5 August 2022 Dress Casual			
0700-0800	Activity Walk / Yoga		All Attendees
0830-1100	Convention Business Session I	PORT CLASSROOM	All Attendees
1130-1330	MOWW Awards Luncheon	WINDSTAR BALLROOM	All Attendees
1345-1415	Candidate Orientation	PORT CLASSROOM	National Candidates
1415-1500	National Candidate presentations	PORT CLASSROOM	All Companions
1415-1545	Teller Meeting	ROPE CLASSROOM	Tellers
1500-1545	National Delegate Voting	PORT CLASSROOM	Nom Cmte Delegates
1600-1645	Non-Denominational Worship Service	WINDSTAR BALLROOM	As Desired
	DINNER AS DESIRED		
1700-2200	Jacksonville Jumbo Shrimp AAA Baseball Game		All Attendees
Saturday, 6 August 2022 Dress Casual (CINC Banquet: Mess Dress)			
0730-0830	MOWW Memorial Service	WINDSTAR BALLROOM	All Attendees
0900-1200	Convention Business Session II	WINDSTAR BALLROOM	All Attendees
1000-1400	Tour 3: Jacksonville Experience		All Attendees
	LUNCH AS DESIRED		
1300-1400	MOWW Strategy Brief	WINDSTAR BALLROOM	All Attendees
1415-1530	Patriotic Education Committee Meeting	ROPE CLASSROOM	Committee MBRs
1415-1530	Veterans Affairs Committee Meeting	OUTBOUND ROOM	Committee MBRs
1415-1530	ROTC Committee Meeting	TUG ROOM	Committee MBRs
1415-1530	Public Safety/Law & Order Committee Mtg	RIGGING ROOM	Committee MBRs
1415-1530	Information & Publicity Committee Mtg	COMMERCE ROOM	Committee MBRs
1415-1530	Homeland Security Committee Mtg	SAIL ROOM	Committee MBRs
1415-1530	Scouting Committee Mtg	DOCKSIDE ROOM	Committee MBRs
1800-1845	CINC Receiving Line & Reception	BALLROOM FOYER	All Attendees
1900-2100	CINC Banquet	WINDSTAR BALLROOM	All Attendees
Sunday, 7 August 2022 Dress Casual			
0800-1130	Post-Convention EXCOM Breakfast	ANCHOR	EXCOM Members
0800-1130	EXCOM Spouse/Partner Breakfast	NAVIGATOR	Spouses/Partners

2022 MOWW CONVENTION TOURS



2022 MOWW CONVENTION | TOURS & INFORMATION SHEET

★ Attendees and guests must follow all COVID-19 requirements ★



Golf Tournament at Hidden Hills Golf Club

(Tuesday, 2 AUGUST 2022; Tee Off: 0900)

HHCC is a "6,892-yard public golf course with an Arnold Palmer Signature layout. It is known for its intriguing contours and rolling fairways that are lined with majestic pines and oaks."

Raffle and Prizes for Top Teams, Longest Drive, and Closest to the Pin. Player cost includes cart, fees & Southern Comfort Buffet Lunch. *For more information: See Golf Flyer.*

Player Cost/person: \$65.00 | Lunch for Non-playing Guest: \$28.00/person



Tour 1: St. Augustine Experience - (Nation's Oldest Driving Tour)

(Wednesday, 3 AUG 2022, 0900-1700)

A tour guide dressed in period costume will provide insight and stories into the early colonial years to the Victorian Flagler era. You will see the various architectural styles, narrow brick streets, and all the famous landmarks including the Mission Nombre de Dios, City Gate, Plaza de la Constitución, Cathedral Basilica, the 1888 Alcazar Hotel (now Lightner Museum), Flagler Memorial Church, the Ponce St Augustine Hotel, the famous Fountain of Youth archaeological park, and the Castillo de San Marcos. Attendees will be able to stretch their legs at lunchtime to shop, eat, and explore the Governor's House Cultural Center & Museum.

Cost/person: \$75.00



Tour 2: Jacksonville River Tour

(Thursday, 4 AUG 2022, 0915-1215)

A short walking tour combined with a two-hour river cruise through Downtown Jacksonville sites. Beginning with a short, narrated walk along the Southbank Riverwalk, stopping at the Lone Sailor Statue for photos. Sail down the St Johns River, the longest river in Florida, with skyline views of Jacksonville, the old Navy shipyards, and many other notable sites. You will have the option of getting off the boat on the Northbank or the Southbank.

Cost/person \$50.00



Tour 3: Jacksonville Experience Driving Tour & Memorial Wall

(Saturday, 6 Aug 2022, 1000-1400)

Starting in Downtown Jacksonville, hear the exploits of the city's namesake, Andrew Jackson, and the famous architects who descended upon the city after the Great Fire of 1901; how a banking center emerged with secret underground tunnels; and visit the historic Florida Theatre made famous by Elvis Presley. See the landmarks along the St. Johns River including Jaguar Stadium, St. John's Cathedral, Friendship Fountain, and City Hall; pay tribute to fellow veterans at the Jacksonville Memorial Wall. See the largest living thing in Jacksonville, the Treaty Oak. Enjoy Lunch and shopping in the Riverside/Avondale area to see the historic houses with their varied architectural styles.

Cost/person \$35.00



Event 1: Jacksonville Jumbo Shrimp AAA Baseball Game

(Friday, 5 Aug 2022, 1700-2200)

See the Jacksonville Jumbo Shrimp take on the Memphis Cardinals. Jacksonville is the AAA Affiliate of the Miami Marlins, and Memphis is the AAA Affiliate of the St. Louis Cardinals. *All-You-Can-Eat Buffet is included.*

Cost/person \$60.00

IRAQ / AFGHANISTAN VETERAN PANEL DISCUSSION

Join us for a panel discussion with four accomplished Iraq and Afghanistan military veterans who have led in their military and civilian careers. Our panelist will explain what it is like to transition from active service to civilian service in support of veterans and veterans organizations and the challenges associated with recruiting and organizing today's military veteran. The discussion will be moderated by CWO5 Phyllis Wilson USA, (Ret) a Companion of the Order and the President of the Military Women's Memorial.



Darryl J. Reyes, M.A., J.D., Colonel US Army (Retired)

Colonel DJ Reyes is a graduate of the University of Notre Dame and a 33-year veteran of the US Army. During his military career, DJ provided direct intelligence support to senior US government officials and US/multi-national /SOF Commanders in global hot spots to include Iraq/Middle East, Afghanistan, North Africa, Bosnia, Kosovo, Korea, and Haiti. He has commanded units at the Detachment, Company, Battalion, Brigade and Joint Site levels.

Since his military retirement in 2013, DJ served as Operations Officer, National Security Agency Field Office support to US Special Operations Command HQ, MacDill AFB. He and his wife founded Cuspis Vir Consulting LLC

providing subject matter expertise to companies on how best to support Exceptional Family Member Program families/special needs in the areas of healthcare and financial wellness.

He has served as the Gulf Coast FL Veterans Employment Coordinator, He currently serves as a military outreach representative for National Louis University, Tampa Bay Campus. DJ also serves on the National Veterans Court Alliance, three US (FL) Congressmen veterans committees, the FL Department of VA Legal Subcommittee, the FL Veterans Council, and the FL Veterans Foundation.

DJ has received multiple community awards. Four of the more notable are: a) WFLA NBC Channel 8 "Great Inspirations" of 2017 for his work in the Veterans Treatment Court; b) the Hillsborough County Bar Association's highest Citizen Award – the Liberty Bell Award (2016) – presented to the Citizen making the most positive impact to the criminal justice process; c) the 2020 Tampa Bay Lightning (NHL) "Community Hero" Award – a \$50K award presented to the individual making the most impact to the local community; d) and the 2020 LTG James Peake Award for Outstanding Community Service to the Tampa Bay area veteran community.



Scott Jensen, Colonel, USMC (Ret)

A Service-Disabled Veteran Owned Small Business owner and an executive with extensive experience in leadership and management across a 30-plus year career, Scott Jensen is the Executive Director of the National Veteran Small Business Coalition and owner of Alpine Global Solutions. He has served as the Chief Operations Officer for Team RWB, Chief Executive Officer for Protect Our Defenders and as the Assistant Vice President for Leadership Development Programs at the American Council on Education.

His three decades of management, leadership and cultural experience provide holistic expertise, understanding, and keen insight into optimizing and growing organizations. With a passion for serving the Veteran and nonprofit communities, he leverages his experience and expertise to support Veteran focused businesses and organizations, helping them maximize their capabilities through practices that achieve top performance.

A retired Marine Corps Colonel and naval aviator, Jensen completed his military service by serving as the Chief of the Marine Corps' Behavioral Programs at Headquarters Marine Corps where he was responsible for developing and leading a portfolio of programs that included the Sexual Assault Prevention and Response, Suicide Prevention, Domestic Violence Prevention and Response, Community Counseling Services, and Substance Abuse and Drug Demand Reduction Programs. As a helicopter pilot, Jensen served in various assignments in operational units, participating in peace keeping operations in Somalia, noncombatant evacuation operations in Rwanda, Operation Southern Watch in Kuwait, and multiple combat operations in both Iraq and Afghanistan.

He commanded at the platoon, Headquarters Squadron, Light Attack Helicopter Detachment, Marine Light Attack Helicopter Squadron, Marine Aircraft Group, and Marine Aircraft Wing (Forward) levels. Additionally, he served as an instructor and staff officer at The Basic School, as the Aide-de-Camp to the Assistant Commandant of the Marine Corps, on the Joint Staff J-8, and as an Assistant Wing Commander.

Jensen holds a Bachelor of Science degree in mathematics from the United States Naval Academy, a Master of Science degree in Military Studies from Marine Corps University, and a Master of Arts degree in National Security and Strategic Studies from the U.S. Naval War College.



Mary Beth Bruggeman

Mary Beth Bruggeman spent 8 years as an active-duty Marine combat engineer. After leaving active duty, Mary Beth worked for iRobot Corporation, advancing their work on counter-IED robotics, spent time as a stay-at-home mom and Marine wife, and then started and grew a fitness and nutrition coaching business. Mary Beth joined the Mission Continues team in 2015 as the Executive Director for the Southeast Region and took on a national role as Vice President of Programs in 2018. In 2019, Mary Beth assumed the role of President of The Mission Continues. Mary Beth has degrees from the U.S. Naval Academy (BS Oceanography) and Georgetown University (Masters Policy Management) and is a Bush Institute Stand To Veteran Leadership Program alum. She lives in Fairfax Station, VA, with her husband Brian,

a retired Marine, and their three kids.



Ms. Erica Marsh

For the past 9 years, Erica Marsh has been a lead educator working in elementary schools in the U.S. and abroad. She had also been an active volunteer at the Travis Manion Foundation, a veteran-based community service organization. For the past 5 years she has served as a youth mentor for TMF's 'Character Does Matter' program and was honored with their Southeast Volunteer of the Year award for 2021. As of this past May, she is now a staff member with the Travis Manion Foundation, employed as the Southeast Regional Manager, overseeing operations in the southeast region. Prior to her work in education, Ms. Marsh served as an Intelligence Officer in the U.S. Air Force. She served as Chief Safety Officer; Deputy Chief of Training, Weapons, and Tactics; Chief of Intelligence, 336th Fighter Squadron; and Chief of Intelligence, Base Operations and Force Protection.

She holds a Master's Degree in Education and Bachelor's Degree in International Affairs. She also has two Associate's Degrees, one in Political Science and one in Legal Studies.

AWARDS LUNCHEON GUEST SPEAKER



MajGen James S. Hartsell, USMC (Ret)

General Hartsell served in the United States Marine Corps with honor for 37 years of active and reserve duty, beginning as an enlisted Marine in 1981 and completing a distinguished and highly decorated military career as a Major General.

As a Lieutenant Colonel commanding the 4th Reconnaissance Battalion in 2001-2003, he was mobilized in support of Operation Iraqi Freedom 1 and awarded the Meritorious Service Medal. In 2004, he was mobilized again and deployed for Operation Iraqi Freedom 2 as 1st Marine Division Senior Liaison to the Marine Expeditionary Force and awarded the Bronze Star and Combat Action Ribbon.

As a Colonel he was mobilized and deployed for Operation Enduring Freedom (Afghanistan) as Senior Liaison to NATO Regional Command – South and was awarded the Legion of Merit and Combat Action Ribbon.

General Hartsell served as Commanding General of the 4th Marine Division comprised of 18,000 Sailors and Marines in 37 states and during his command deployed units and teams to five Continents in support of the Global War on Terror. He then served as U.S. Pacific Command Mobilization Assistant to the Commander, as J5 Strategy & Policy Director, and as Chief of Staff of the 360,000 participant United States Pacific Command and was awarded the Defense Superior Service Medal

After retiring for the USMC Gen. Hartsell returned to his home state of Florida and is currently the Executive Director of the Florida Dept. of Veterans' Affairs. Florida is home to over a million and a half Veterans and more are coming to live each year. Matching them with the benefits they are entitled to is the job of Retired General James “Hammer” Hartsell, the Executive Director of the Florida Department of Veterans Affairs. And it’s something he’s very passionate about.”

2022 MOWW CONVENTION & GENERAL STAFF MEETING AGENDA

0830 - 1100 (FRIDAY, 5 AUG 22) — CINC CALLS THE MOWW CONVENTION TO ORDER

0830: 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: *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 (CWO4 David McCuistion) 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 2021 MOWW Convention & General Staff Meeting.
- **ACTION: Approve the minutes of the 2021 MOWW Convention.**

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 2021 MOWW Almanac (Convention Book).”

- Commander-in-Chief End-of-Tour Report | LTC Okin, MD
- SVCINC Report | BG Perez
- VCINC Report | Lt Col Conover
- VCINC Report | CAPT Gantt
- VCINC Report | Lt Col Ruiz
- VCINC Report | Lt Col Worley
- Chief of Staff Report | Col Farrell
- Treasurer General Report | Col Knotts
- MOWW, Inc®, Board of Trustees Report | CDR Hartman
- Strategic Planning Committee | IPCINC BGen Lopez
- Legislative & Resolutions Committee | LTC Moss
NOTE: Chair reports and if resolutions are offered, they will be affirmed by vote.
- Patriotic Education Committee | Lt Col Dunlap
- Reserve Officer Training Corps Committee | CDR Mandigo
- Scouting Committee | COL Schlegel
- Constitution & Bylaws, Committee | PCINC LTC Hollywood
NOTE: Chair reports and if resolutions are offered, they will be affirmed by vote.

1100: ADJOURNMENT & RECESS

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

0900 - 1200 (SATURDAY, 6 AUG 22) — CINC: CALL TO ORDER & RECONVENE THE MOWW CONVENTION & THE MOWW GENERAL STAFF MEETING

- CINC presents Opening Remarks
- Nominating Committee | PCINC LTC Chamberlin
ACTION:
 - a. Chair reports on Candidate Slate and calls for nominations from the floor three times, after which the Candidate Slate is affirmed by vote.*
 - b. 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]
- 0900: 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

UNFINISHED BUSINESS

- 2023 MOWW Convention Update | Gen Meade Chapter
- 2024 MOWW Convention Update | Philadelphia Chapter, Region III
- 2025 MOWW Convention Update | Region XIII Chapters
- 2026 MOWW Convention Update | Region VIII Chapters

ADJOURNMENT & RECESS

- 1200: CINC: CALL FOR ADJOURNMENT OF THE MOWW GENERAL STAFF MEETING AND RECESS OF THE MOWW CONVENTION

1900 - 2100 (SATURDAY, 6 AUG 21) — CINC: CALL TO ORDER — RECONVENE MOWW CONVENTION

- 1900: CINC Banquet
- CINC reconvenes the MOWW General Staff Meeting (i.e., the CINC Banquet)
- The CINC Banquet includes:
 - Includes Carrol and Francis “Pete” Grevemberg reading of the Order’s “Preamble:”
 - 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/VCINC-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

- 2100: NEW CINC: CALL FOR ADJOURNMENT OF MOWW CONVENTION

2021 MOWW CONVENTION & GENERAL STAFF MEETING MINUTES (DRAFT)



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

26 August 2021

FROM: HQ MOWW/CS
TO: Companions of The Military Order of the World Wars®
SUBJECT: 2021 MOWW CONVENTION & GENERAL STAFF MEETING MINUTES

MORNING SESSION, 5 AUG 2021, 0900-1045

- CALL TO ORDER
 - In accordance with the Military Order of the World Wars (MOWW) Constitution and Bylaws, the Joint Session, 2021 Pre-Convention General Staff (GS) Meeting and the 2021 National Convention Meeting were called to order on Thursday, 5 August 2021. Roberts Rules of Order (Revised) applied. When mentioned, “Almanac” refers to the 2021 MOWW Almanac.
 - After the Invocation and the presentation of Colors, the Pledge of Allegiance and the reading of the MOWW Preamble, the Commander-in-Chief called for a motion omitting a roll call. The motion was made, seconded and affirmed by a majority vote.
 - CINC BGen Fredrick R. Lopez, USMC (Ret), welcomed dignitaries and presented his welcoming remarks. In doing so, he praised all Companions for their great work during a challenging year and expressed his special appreciation to those Companions attending the National Convention.
- OLD BUSINESS
 - Attendees accepted the minutes of the 2019 MOWW Convention and General Staff meeting minutes with minor adjustments.
- NEW BUSINESS
 - The CINC presented the Convention Rules (Almanac), affirmed by a majority vote. Next, he presented the “Dignity of the Order,” also as requirements. The host Chapter presented administrative announcements.
 - National officers and committees presented their annual reports, which are in the 2021 MOWW Almanac. Reports presented orally and those in the 2021 MOWW Almanac but not presented orally, were approved by a majority vote.

- No resolutions were received or presented.
- UNFINISHED BUSINESS
 - The Region VI Chapters & Northeast Florida Cadre provided a 2022 MOWW Convention Update. The 2022 MOWW Convention will be held in Jacksonville, FL.
 - The Gen Meade Chapter provided a 2023 MOWW Convention Update. The 2023 MOWW Convention will be held in Annapolis, MD.
 - The hosting Chapter and location for the 2024 MOWW Convention has not yet been determined.
- FOR THE GOOD OF THE ORDER
 - The CINC called for any “for the good of the Order” items. Hearing none, he recessed the Convention.

AFTERNOON SESSION, 6 AUG 2021, 1330-1500

- CALL TO ORDER
 - In accordance with the Military Order of the World Wars (MOWW) Constitution and Bylaws, the Joint Session, 2021 MOWW Convention Pre-Convention General Staff (GS) Meeting and the 2021 MOWW Convention Meeting resumed on Friday, 6 August 2021. Again, Roberts Rules of Order (Revised) applied. As before, when mentioned, “Almanac” refers to the 2021 MOWW Convention Almanac.
- OLD BUSINESS
 - None.
- NEW BUSINESS
 - CINC BGen Fredrick R. Lopez, USMC (Ret) opened the session by referring the Companions to the “Dignity of the Order” in the Convention Book. The CINC reviewed the agenda for the session; Constitution and Bylaws Committee Amendment Report, Nominations Committee Report of Elected Officers and Chief of Staff Selection Committee Report.
 - The Constitution and Bylaws Committee Report presented 11 amendments for consideration. Eight amendments were approved by a majority vote and one amendment was tabled. Approved amendments:
 - Constitution Amendment: Extend submission timing to 15 March for proposed Constitutional amendments.
 - Constitution Amendment: Reduce National Officer to 43 positions.
 - Constitution Amendment: States with no chapters will not have Department Commanders.

- Bylaws Amendment: Extend Bylaw changes submission to 15 March.
- Bylaws Amendment: Standing Committees—Delete 2 standing committees—membership and monuments.
- Bylaws Amendment: Standing Committees—add Strategic Growth Committee.
- Bylaws Amendment: Standing Committee--Law and Order Committee changes name to Public Safety and Law & Order Committee.
- Constitutional Amendment: Hereditary Membership—A parent of an officer would qualify for membership if he/she is a veteran.
- The proposed constitutional amendment to allow NCOs as regular members in the MOWW was discussed and debated. A motion to table the discussion on the proposed amendment until a more clearly defined amendment could be presented was voted on and approved. The General Staff meeting will reconvene on Saturday, 7 Aug 2021 at 1030 to address the tabled amendment.
- 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. The following Officers were confirmed by a majority vote:
 - Commander-in-Chief: LTC Michael A. Okin, MD, USA (Ret)
 - Senior Vice Commander-in-Chief (One): BG Victor S. Perez, USA (Ret)
 - Vice Commander-in-Chief (Four):
 - CAPT Edward W. Gantt, USA (Ret)
 - LTC Charles R. Conover, Jr., USA (Ret)
 - Lt Col Marlon Ruiz, USAF (Ret)
 - Lt Col David J. Worley, USAF (Ret)
 - Treasurer General: LCDR Paul B. Webb, SC, USN (Ret)
 - Judge Advocate General: MAJ Andrew J. Rodnite, JD, USA (Fmr)
 - Chaplain General: LCDR Debra F. Rogers, Ed.D., USN, (Ret)
 - Historian General: LTC Arthur B. Fowler, USA (Ret)
 - Surgeon General: CPT Robert E. Mallin, MD, USA (Fmr)
- The CINC requested a motion to approve the hiring committee selection of the new Chief of Staff, Col Michael Farrell, USMC (Ret). The motion was approved by a majority vote. Col Michael Farrell, USMC (Ret) will serve as the MOWW, Inc. Chief of Staff, Chief Operating Officer and the Commander of the National Headquarters Chapter, BG Roger C. Bultman Chapter (122), VA.
- The CINC requested a motion to approve the compensation for the new Chief of Staff. The motion was approved by a majority vote.
- The CINC presided over the installation ceremony of the incoming Chief of Staff.
- FOR THE GOOD OF THE ORDER

- The CINC-Elect called for any “for the good of the Order” items. Hearing none, he recessed the MOWW Convention.

MORNING SESSION, 7 AUG 2021, 1030-1145

- CALL TO ORDER
 - In accordance with the Military Order of the World Wars (MOWW) Constitution and Bylaws, the Joint Session, 2021 MOWW Convention Pre-Convention General Staff (GS) Meeting and the 2021 MOWW Convention Meeting resumed on Saturday, 7 August 2021. Again, Roberts Rules of Order (Revised) applied. As before, when mentioned, “Almanac” refers to the 2021 MOWW Convention Almanac.
- UNFINISHED BUSINESS
 - General Staff Meeting resumed to discuss the tabled Constitutional Amendment #1, inclusion of Non-Commissioned Officers (NCOs) and Petty Officers with the rank of E-6 or above as regular members. The tabled Amendment was revised, presented, and thoroughly and professionally discussed. The motion was defeated in a standing vote of 30 to 47.
- FOR THE GOOD OF THE ORDER
 - The CINC-Elect called for any “for the good of the Order” items. Hearing none, he recessed the MOWW Convention.

CINC BANQUET, 7 AUG 2021, 1800-2000

- CALL TO ORDER
 - CINC reconvened the MOWW Convention (i.e., the CINC Banquet).
- NEW BUSINESS
 - The following CINC Banquet activities were completed:
 - Presentation of MOWW Recruiting Awards.
 - Presentation of General of the Armies John J. Pershing Chapter of the year Awards.
 - Outgoing-CINC BGen Fredrick R. Lopez, USMC (Ret) presented National Commander Award to then-SVCINC (and incoming-CINC) LTC Michael A. Okin, MD, USA (Ret).
 - Outgoing- CINC BGen Fredrick R. Lopez, USMC (Ret) presented the Distinguished Service Award (DSA), Membership Certificate and Honorary Commander in Chief Certificate to General Peter Pace, USMC (Ret)
 - General Peter Pace, USMC (Ret), the DSA recipient, presented remarks.

- The Presiding Officer of the National Officer Installation Ceremony, PCINC LTC Charles S. Chamberlin, Jr., USA (Ret), installed the CINC-Elect, the SVCINC/VCINCs-Elect, and other elected officers and appointed officers.
- The Immediate Past Commander-in-Chief BGen Fredrick R. Lopez and the Commander-in-Chief LTC Michael A. Okin, MD, USA (Ret) 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 2021 MOWW Convention.

FOR THE GOOD OF THE ORDER



Michael Farrell
Colonel, USMC (Retired)
Chief of Staff & COO, MOWW, Inc.®

CANDIDATES FOR ELECTED OFFICE



Commander in Chief

LTC Michael A. Okin, MD, USA (Ret)

Biography. CINC LTC Okin graduated from Washington & Lee University in 1976. After graduation he joined the Army through the Health Professions Scholarship Program through which he attended the University of Virginia School of Medicine graduating in 1980. Following graduation, he performed his internship and residency in Family Medicine at Dwight David Eisenhower Army Medical Center, Ft. Gordon, Georgia where he graduated in 1983. LTC Okin transferred to Ft. Bragg, N.C. where he served as a residency staff

member at Womack Army Community Hospital and as Clinical Instructor, Family Medicine, University of North Carolina, Chapel Hill where he completed a Fellowship in Family Medicine in 1985. During his time at Ft. Bragg, he was deployed to Grenada (Nov-Dec 1983). In 1987 he transferred to the Army Reserve and moved to Lynchburg, Virginia where he served as Associate Director of the Lynchburg Family Medicine Residency and as Clinical Associate Professor, Family Medicine, University of Virginia. In 1991 he was recalled to active duty during the Gulf War and was deployed overseas in the 475th MASH, 332nd Medical Brigade. In 1995 LTC Okin went into private practice with Central Virginia Family Physicians where he served as President for 4 years. In 1997 he retired from the Army Reserve and in 2020 retired from active medical practice. He is active in local veterans organizations and with the Ethics Committee at Centra Health. He joined the Virginia Piedmont Chapter in 2006 and has served as Chapter Commander, member of the EXCOM, Vice Chair of the Education & Training Committee, member of the Strategic Planning Committee, VCINC, SVCINC and CINC.

Platform Statement. OY 2021 was a rebuilding year following decreased MOWW activities necessitated by the COVID-19 Pandemic. Companions, chapters, and regions have demonstrably risen to the occasion and have demonstrated the resiliency of the Order. This past year provided the MOWW a unique opportunity to address long standing issues adversely affecting the Order. With the hiring of a new Chief of Staff and a significant change-over in senior leadership, changes are being considered meant to enhance the vibrancy of the Order and to address systemic problems. Continuity will provide the Order the leadership it needs to carry initiatives begun in OY 2021 through OY 2022.

A CINC has not succeeded himself/herself since the late 1940s. Although not unique, this is an opportunity for me to steward initiatives that began in OY 2021. Continuity of leadership will enhance the likelihood of success.

The initiatives created in OY 2021 are designed to freshen the Order and make it more visible and relevant to newer generations of officers. However, these efforts are incomplete. Consultants to our branding and website development have begun their work. The development of a more robust social media presence is progressing. More work needs to be done.

A re-evaluation of the MOWW Strategic Plan will help to focus our energies on both short and long-term goals. The Strategic Goals will be measurable so we can assess progress in achieving our vision for the Order. This, too, requires more work.

Further, structural changes within the Order need to occur to address the need to modernize our operations and to address IRS requirements that pose challenges for the Order. Changes to our Constitution & Bylaws need to occur and solutions need to be found to issues surrounding our status as a 501(c)(19). I commit to furthering the initiatives that began in OY 2021.



Senior Vice Commander in Chief

BG Victor S. Perez, USA (Ret)

Biography. Brigadier General Pérez is the current SVCINC and has served a two-year tenure as one of the four VCINCs of our Order. Proud Companion, veteran, and selfless server. Born in Shirley, Massachusetts on 25 February 1956. Married forty-four years to Francisca. Father of three sons Frances, Victor, and Cristina, and grandfather of six grandsons Julian, Emma, Sofia, Adrián, Daniel, and Noah.

Retired after 36 years of service, and upon retirement continued my life of service.

Platform Statement. My lessons learned as SVCINC, VCINC, member of the Top-4, Top-8 and EXCOM enhanced my understanding, esprit de corps, passion, and willingness to serve the Order and leads me to continue, if permitted, as Senior-Vice-Commander-in-Chief, in our purpose to ensure this Order remains as a strong vigorous Veteran Service Organization (VSO) it has been up to date. “It is Nobler to Serve, than to be Served.”

As we assess our way ahead in the short and long term, we all have to 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 Chapters. The answer must be at least one. We are excited that we have finally began opening new Chapters, currently fully operational: Northeast Florida and Villages-Ocala (Center) Florida. We know what needs to be done to level the curve and start increasing membership. It is all about acting.

We are confident that Commanders at all levels are strong professional leaders who embraces our Preamble, By-Laws, Constitution and Strategic Plan to ensure all Chapters are viable, operational and in full execution of our outreach programs. Imperative to “Command” is communication; up, down and across all levels. There is no Command and Control without communication. There is no substitute to a companion than 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 Plan and reach set goals and objectives. Imperative is to account for results.

As we take a critical look at ourselves, at who we are and where we need to go, the clear path to the future is to transition, and ensure we reach our younger generation. Throughout our history we have done great good, and to continue our legacy it is time to change. Collectively and as a strong team we have proven to be, we will adapt to the modern times and continue our mission to serve other than ourselves.

We truly make a difference in our Youth, Communities, and Nation. My experience in the National Leadership ensures me that we are all willing, committed, and ready to “Unite to Establish” The Military Order of the World Wars.



Vice Commander in Chief

Charles R. Conover, LTC, USA (Ret)

Biography. Graduated from college in 1962 with a degree in mechanical engineering and was commissioned a 2nd LT in Air Defense Artillery. He transferred to the Wisconsin Army National Guard in August 1965 and assigned to 2/632 Armor Battalion in Green Bay, WI as the Bn motor officer. 2/632 deactivated in 1962 and Bn was redesignated 1/127 infantry. He served as the aide to the Adjutant General of Wisconsin for two years. He continued serving in increasing positions of responsibility including S-4, assistant S-3, S-3. He transferred to 64 RAOC as XO and in addition to annual training exercises in Germany during Reforger and Wintex and served an additional 7 TDY tours in Germany working with the German Territorial Army, Region V. He was promoted to XO of Troop Command in 1984 and retired from the Wisconsin Army National Guard in 1986. He served for two more years in the Army Ready Reserve. His military education included Infantry Officer Basic, Adjutant General Corps basic, Infantry Officer advanced and Army Command and General staff College. In my civilian occupation I worked for Paper Converting Machine Company for 23 years and then was VP/GM of the Hayssen Paper Packaging Machinery Division, a Bemis Company until the division was sold. He retired to Florida in 2010 and started C. C. Consulting, offering engineering and application services to the paper, film, and foil industries. LTC Conover has been a Companion since November 2011 in the Sun City Center Chapter 226 and has served twice as the Chapter Commander, and Region VI Commander multiple times, Chair of the Council of Area Commanders, Member of the EXCOM since being appointed on January 11, 2021, and is currently serving as a Vice-Commander in Chief, with oversight responsibility for Region VI & VII.

Platform Statement. If reelected to the position of Vice-CINC, I would continue my focus on increasing membership in MOWW stressing our motto of "IT IS BETTER TO SERVE THAN IT IS TO BE SERVED", but also using our tag line "SERVING YOUTH, COMMUNITY and NATION" to engage fellow officers and encourage them to join MOWW and continue their Service. As Commander of Region VI, we have started one new Cadre for a Chapter in Northeast Florida and hope to have a second Cadre for The Villages by the 2021 Convention. The Chapters of the Region have excelled in many of the Orders Outreach Programs, especially in Youth Leadership (YLC & YLS), ROTC/JROTC, Scouting, Law & Order, Homeland Security and National Security and as a VCINC, I would use the experience gained in the successes of the Chapter and Region to reenforce the Orders Strategic Goals.



Vice Commander in Chief

CAPT Deborah A. Dombeck, USCG (Ret)

Biography. Captain Dombeck received her commission through the Coast Guard's Officer Candidate School in 1979. She began her active-duty career in 1979 as an Officer Recruiter at the 11th Coast Guard District, Long Beach, CA. She then served on the USCGC GLACIER (WAGB-4) as a deck watch officer from 1980-1982. One of the two first women officers stationed on board a Coast Guard Icebreaker which participated in Operation Deep Freeze 81' & 82' in Antarctica. Her next assignment was as a Public Affairs Officer/Aide de Camp, followed by Operations Center Duty Officer at the 14th Coast Guard District in Honolulu, HI.

In the Reserves, Captain Dombeck's assignments from 1984 to 1998 included: Executive Officer, Reserve Unit Leavenworth, KS, Commanding Officer and Executive Officer for the Operations Reserve Unit St.

Louis, MO. During this assignment, she was recalled to active duty in support of the Great Midwest Flood of 1993 and served with distinction as the Personnel Chief during the bulk of the operations.

During her joint service time, Capt Dombeck served as the Executive Officer and then Commanding Officer of the Coast Guard Element of Joint Transportation Reserve Unit (JTRU) of United Transportation Command (USTRANSCOM), Scott Air Force Base, IL. Her augmentation assignments included U.S. European Command (EUCOM) Team Action Officer in the US TRANSCOM Deployment and Distribution Operations Center (DDOC) and then Operations Center Chief in the DDOC. Captain Dombeck has been recalled to active duty to support Operations Enduring Freedom (OEF), and Iraqi Freedom (OIF) and deployed five times after September. 11, 2001 to assist the USTRANSCOM Liaison Officers stationed in Stuttgart, Germany (EUCOM), Colorado Springs, CO (NORTHCOM), and Tampa FL (CENTCOM).

While serving as the Senior Reserve Officer, 14th Coast Guard District, Honolulu, HI from 2002-2004, she was again recalled to active duty from March to September 2003 to work on the staff of the Coast Guard Pacific Area Commander, Alameda, CA as the executive assistant to the Deputy Area Commander for Mobilization & Reserve Affairs. As the Senior Reserve Office and Deputy Chief of Staff of the Eighth Coast Guard District in New Orleans, LA from 2008-until her retirement in 2009, she advised the District Commander on all matters and policy related to the over one-thousand Coast Guard Reservists who serve in the (26 states) of the 8th Coast Guard District. She also served as a Coast Guard Liaison Officer to the Federal Emergency Management Agency (FEMA) during contingency operations involving Midwest Flooding in June, and Hurricane Gustaf in September 2008.

Captain Dombeck has a bachelor's degree in Correctional Counseling from Illinois State University, Normal IL, a M.Ed. in Mental Health Counseling from University of Hawaii, and a Master of Arts in Religious Studies from University of the Incarnate Word. She is certified as a Texas School Principal, Texas School Counselor, and Texas Elementary Educator.

Since retirement from teaching and the Coast Guard, CAPT Dombeck serves her community of Kerrville Texas through her volunteer work with her faith community, the local university, and involvement in the MOWW. She is on the advisory board to Schreiner Institute (part of Schreiner University focusing on ROTC, Academy prep and service veterans attending the university). She's a volunteer with St. Vincent DePaul Society serving as the Spiritual Director and volunteering in the Society's food pantry and financial office. She is also involved with her church community serving as the president of the silent retreat advisory team.

She has been involved in the MOWW since 2012. Presently, she completed her tour as the Commander of Region VIII. She is a member of EXCOM of the MOWW and is the current Chair of the Council of Area Commanders of the MOWW. She sits on the board of Youth Enrichment Foundation (6 years). She is the former Chapter Commander of the Hill Country Chapter and continues to serve her chapter in whatever they need her to do. She also has served as the MOWW's PEC Chair, and the Membership Committee Chair. She directed the YLC on board the USS LEXINGTON in Corpus Christi, TX and Schreiner University, in Kerrville, TX for the past 8 years alongside her husband and fellow MOWW companion CDR Ralph Lewis. Directing the YLC and sharing those duties with her husband is one of the greatest joys of her retirement.

Platform Statement. I am running for VCINC of the MOWW to help our CINC continue his important goal to revitalize our Order. I have the leadership skills, devotion to the Order, energy, and have proven results as a chapter commander, region commander, and YLC Director to do just that.

In 2013, as the newly elected commander of a small struggling chapter, my team of new chapter officers and I rebuilt the Hill Country Chapter (#220) from one with only a handful of participating members to a

robust, fully-functioning, vital, sustainable and very active large chapter today. The Hill Country Chapter now is meeting and exceeding its goals in recruiting, and all the other strategic goals of the Order. And most especially, the chapter is of great service to the youth and communities it serves. We did this with hard work, determination, creativity and enthusiasm for what the Order is about, service to our youth and communities.

As the Region VIII Commander, I reorganized the YLC Program in the Region, under a Patriotic Education Committee (PEC) which oversaw both the financial and administrative duties for all 4 YLCs held in Reg VIII last year and this year. I am very proud that Region VIII held 4 YLCs in 2021, when many other areas of the country could not or did not hold YLCs. Last year, chapters sponsored over 190 students to one of our 4 YLCs, and again this year, our Region VIII Chapters sponsored over 200 students to attend one of the 4 we will hold this summer. As VCINC, I will suggest this way of organizing YLCs across the Order. The beauty of this way of doing business is that no one chapter has to do everything in order to hold a YLC. For a small chapter, it would be very improbable to hold their own YLC, for a large number of students, maybe even for a medium chapter as well. But with this regional concept, the chapters raise funds for their students, and then through their YLC Coordinators, recruit students to attend one of the region's YLCs. That's it! Students choose which YLC they would like to attend. The Region PEC also seeks out YLC directors and trains them as well as seeks out appropriate venues. It's a win for chapters, for the region and especially for the students.

Speaking of YLCs, as a VCINC, I want to develop a National YLC where high school student leaders from across the country gather together to continue their leadership and patriotic development. I envision top leaders from our 20 or so YLCs coming to central location with easy access, someplace like Kansas City, where the World War I Museum is, (and a short drive to General Pershing's boyhood home) or to Washington DC where the hub of our National Government will be on full display. The YLC is our flagship outreach program, I want to make that 'star' even brighter' with a National YLC that is sponsored by the MOWW.

As a VCINC, I look forward to meeting and working with as many Companions across my AOR as possible. I want to motivate, invigorate and help you recruit, retain, and keep your companions involved in your chapters' outreach programs, and help your chapters thrive, so they can be 'a source of companionship and a platform for community service' for years to come.



Vice Commander in Chief

CAPT Edward W. Gantt, USN (Ret)

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 1977. 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 Statement. When we carry out the actions clearly identified in our Preamble, America is a much better place. We, the Companions of MOWW, stand at a critical point that connects the generation of future leaders, our youth, with our Greatest Generation. Our fathers and grandfathers sacrificed to keep us free through the last century of challenges from those who oppose government by the people. It is so very important that we emphasize the history of their sacrifice and the hardships they endured. It is unfortunate that Patriotic Education, leadership development and the responsibilities of citizenship are not generally taught in our schools today. The Military Order of the World Wars has been a source of that kind of education, providing personal examples of Americans – Companions of our Order – who have served this nation. I strongly believe that what we do as Companions is good for our nation and it must be continued. In order to continue, MOWW will need dedicated leaders who are willing to work tirelessly for the continued Good of our Order.

Because I sincerely believe that it is nobler to serve than to be served, I commit my energy to helping us to remain focused on our guiding principles as espoused in our Preamble. My highest priority will always be to work diligently in support of our Order's strategic goals.

As a key member near the middle of our chain, from the CINC to each Companion, I fully recognize the critical importance of the two-way communication, up and down. Further, I recognize that communication responsibility must be effective with the specific intent to keep our Order's leaders, our Chapters, and our Companions all informed as much as possible. And whenever possible, that communication will include face-to-face interaction and dialogue. Every effective organization must have that kind of communication between the top levels and the ground level. I commit to make that communication, and our Order, more effective. I strongly believe our Order will be much better prepared for the next decade if I am selected as your member of the leadership team.



Vice Commander in Chief

Lt Col Marlon Ruiz, USAF (Ret)

Biography. A USAF 27-year career retired officer. My military career service includes serving as an enlisted (prior service Puerto Rico Air National Guard) Airman, Senior Airman, Sergeant, and Staff Sergeant (1980-1982) and as a Commissioned Officer (1982-2007). I served as a wideband field communications technician (2 years), military aviator (13 years), had two service academy instructor tours of duty at USMA and USAFA (6 years), served as a flight instructor (6 years), served as a US diplomatic liaison officer (4 years), and served as a USAF Western Hemisphere Foreign Area Officer (4 years) and as a US Interagency Joint Command forward-deployed security assistance team resource (4 years).

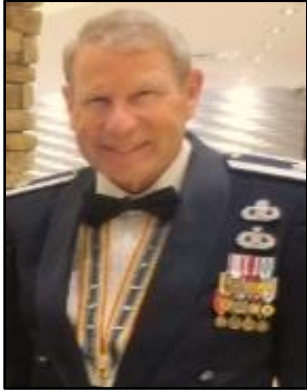
After retirement, I served as an AFJROTC Senior Academic Instructor (2 years), and as an online Distance Learning Program Defense Contractor Course Instructor with C2 Technologies, Inc. instructing with the Online Masters Regional / Cultural Studies program – Squadron Officers Leadership Development Course – teaching “Expeditionary Leadership in the Intercultural Environment” and “Applied Leadership and Command” Certification courses, providing cross-service “command assignment select” vetting of active duty commissioned officers (command course graduates) destined for world-wide coalition command assignments abroad (6 years).

As a perpetual member of the Order since 2008 and have continued to serve as a faithful and dedicated fellow companion of the Order who has never turned down the opportunity to serve in any leadership or augmented service capacity offered. Besides culminating my first operating year as VCINC, rendering support and services to Region II in the mid-west and Region XIII in the southwest my additional assigned responsibilities include serving my first operating year as a VCINC providing support oversight services to Region II in the mid-west and Region XIII in the southwest. My added VCINC responsibilities include serving as a member of the GAS Pershing Chapter of the Year Working Group and also serving as a member and/or consultant in the Branding & Marketing, Information & Publicity, National Convention & Seminar Planning, and Strategic Growth national committees. My local chapter field operational responsibilities include serving as a consultant for the Chapter Newsletter program; while also serving as the Region XIII Adjutant Officer, as the Santa Cruz Valley Chapter – 193 Adjutant Officer, Santa Cruz Valley Chapter Newsletter Editor and as Region XIII website www.MOWWSCV.com and Facebook page www.Facebook.com/MOWWSCV/ webmaster.

Platform Statement. The highlight of my tenure during my first year as VCINC was my complete immersion in so many aspects of both corporate and field operational activities which defines the Order. As the organization undergoes its transition period from our first centennial of service operations into its second century in its organizational history, the years ahead will present many challenges. While the Order was mostly defined in its first century of service by its traditional military service affiliations and acumen throughout the early 20th century leading into the new millennium, it comes as no surprise that moving forward will require redoubling our collective efforts to adapt to an ever-changing national cultural mindset landscape and working environment.

According to historical accounts, General of the Armies John J. Pershing, when he praised the valor and virtuous personal attributes of those who had served, sacrificed and survived “the Great War” he also urged that their honorable personal attributes and commitment to servant leadership and selfless service were destined for so much more than simply gathering in social comradery and in solemn remembrance of fallen comrades. He went on to reiterate that their honorable service would be called upon by our nation once again at some point to serve when faced in dire straits. He remarked that as faithful MOWW fellow companions their destiny would be to serve as perpetual sentinels of our country’s national defense, security, and propagator of our country’s best cultural values. Today’s successful service in the Order requires answering a unique personal “calling” rather than merely committing to serving honorably in uniform during times of conflict. “Service before self” requires a commitment that most fellow citizens would never embark upon.

Today’s national security vigilance challenge demands continuous and robust investment in honing national leadership development, youth mentorship, civic mindedness, and the preserving of our most cherished national and patriotic values. The Order has always been postured and committed to this demanding mission throughout its early years and leading the Order through its first century of service. Today we are faced with many challenges and national perils that warrant our utmost attention and personal involvement as fellow companions of the Order. The Order’s ability to remain at the forefront of this effort lies with its fellow companions and our ability to continue our proud military service heritage, while also paving the way to ensure the Order’s longevity and its destined legacy. Securing our future organizational legacy will require inspiring and mentoring future generations of fellow companions and fellow citizens in the service of our great nation. Our steadfast personal commitment to “youth, community and nation” will play a pivotal role in the years and decades to come. I am dedicated to seeing the Oder’s vital role in this national endeavor grow and thrive. I respectfully and humbly hope that I will be afforded the opportunity to serve the Order and my fellow companions once again as a vital contributor to the Order’s VCINC team mission.



Vice Commander in Chief

Lt Col David J. Worley, USAF (Ret)

Biography. Currently one of four MOWW Vice Commanders in Chief (VCINC). Currently Assistant Director for Operations and Curriculum Development for the Thousand Oaks Youth Leadership Conference, Past Commander Region XIV, Past Department Commander, and Past Chapter Commander. Retired 27-year Air Force veteran including assignment as a Squadron Commander, assignments to combat-ready units as rated Air Battle Manager, plus numerous Staff and evaluator assignments. Retired 14-year JROTC instructor.

Platform: I am requesting your vote for re-election to the office of Vice Commander in Chief (VCINC). I have had the pleasure of working with a cohesive team of fellow VCINCs, our insightful SVCINC, and two extraordinary Region Commanders who all share the vision of fulfilling our CINC's vision of modernizing our Order. I wish to continue being a part of these efforts that I believe need to be centered around three sets of key actions: a review of our current National Strategic Plan; the development of a National Action Plan that emanated from a strategic perspective, serving as a sister plan to each of our Chapter's Action Plans (tactical); and most importantly, a revitalization approach that encompasses and includes input and "buy in" from all of our Order's Companions. This past February, PCINC Lopez reinstated the Strategic Planning Committee for which I was a participating member, and I also had the pleasure of serving on the Strategic Growth Committee's subcommittee tasked with reviewing our Order's contracted branding initiative: for the coming year, I look forward to continuing to be on the CINC's leadership team, one that is positively moving our Order forward.



Treasurer General

Col Jerry E. Knotts, USAF (Ret)

Biography. Jerry Knotts served 24 years in the USAF. During that period, he flew clandestine reconnaissance missions in covertly configured aircraft in and around Germany, the Baltic Sea, Black Sea and Mediterranean areas. He flew 112 missions in North Viet Nam/Laos as an F-105F Wild Weasel / Ryan Raider "Surface to Air Missile (SAM) Killer". Then he joined the USAF Big Safari Program team. He was Commander, Defense Contract Administration Plant Representative Office (DCASPRO) Detroit Diesel Allison, Indianapolis, IN and later, Commander, Washington Area Contracting Center (WACC), Andrews AFB, MD.

Since his USAF retirement, he has been a serial entrepreneur, coach, angel investor for over 35 years. Colonel Knotts started five companies and mentored over 300 start-ups. He serves on the Dean's Board of Advisors, California Lutheran University (CLU) School of Management.

His previous executive positions included Vice-President/General Manager, Government Electronics Division, California Microwave Inc. (CMI), Woodland Hills, CA and Vice-President, American Nucleonics Corporation (ANC), Westlake Village, CA.

Currently, he is Treasurer General, MOWW; Commander, Conejo Valley Chapter, MOWW;

Treasurer of the Youth Enrichment Foundation (YEF); President, South Coast Youth Leadership Conference, Inc (parent of TOYLC); a member of the MOWW/PEC; and Treasurer, Air Warrior Courage Foundation (AWCF).

Jerry holds a BSEE (Electrical Engineering) from The Pennsylvania State University; and an MBA from Auburn University. He is married to former Mary Dazell (61 years) and they have a daughter, Stephanie.



Judge Advocate General

CPT Harold Greenberg, JD, USA (Ret)

Biography. Graduated Summa Cum Laude from Pennsylvania State University in 1961 where he was chosen to be a member of Phi Beta Kappa. After receiving his bachelor's degree, Mr. Greenberg was commissioned a Second Lieutenant in the United States Army where he later served as commander of a rifle company. He served as a Military Police Officer while attending Temple University Law School. In 1965, he received his J.D. degree and joined the Judge Advocate General's Corps where he was a trial and defense attorney and a military law instructor. In 1968, after completing his military service, he first became a Deputy Public Defender for Los Angeles County and then joined the Los Angeles District Attorney's Office.

From the early 1970s Mr. Greenberg has been engaged in the private practice of law. He has taught in the Criminal Justice Department of California State University at Los Angeles and at Glendale University college of Law where he is a member of the Board of Directors. Earlier in his career Mr. Greenberg was a regular guest lecturer at the University of Southern California Department of Continuing Education, the constitutional Rights Foundation and Temple Beth Hillel. Mr. Greenberg is admitted to practice in California, Pennsylvania, the U.S. District Courts of the Western Districts of Texas and Tennessee and before the United States Supreme Court, the United States Tax Court and the United States Court of Military Appeals. He is a member of the American Bar Association, the California State Bar, Los Angeles County Bar Association, California and Los Angeles Trial Lawyers Associations, Trial Lawyers of America, California Attorneys for Criminal Justice, American Arbitration Association, National and Southern California Associations of Criminal Defense Attorneys and the Beverly Hills Bar Association. He is a member of the American Bar Association Advisory Committee on Law Enforcement. Throughout his legal career, he has devoted his considerable talents in service to his community. His contributions have included: Board of Directors of the Esperanza Housing Corporation; Vice Chair of the United Neighborhood Council; Treasurer of the West Adams Heritage Association; Member of the Legal Affairs Committee for the LA Conservancy; Member of the Community Advisory Board for USC; Member of the State and County Democratic Committees; Southwest Community Police Advisory Board Member; Executive Board Member of B'nai Brith Center for Jewish Family Life; Member of the American Legion. Mr. Greenberg and his wife, Susan, reside in Los Angeles.



Surgeon General

CPT (Dr) Robert E. Mallin, 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 articles in *The Officer Review*® is important for the

membership and commit to continuing to do so.



Chaplain General

LCDR Debra F. Rogers, Ed.D, USN (Ret)

Biography. Debra Rogers (EdD) is a retired naval officer with more than twenty years of expert military and corporate business experience parlayed with education. Currently, she serves as a financial management professional for the United States Government. Previously, she served as the Director of Naval Science. As a career Navy finance and logistics officer, Debra served as the Subject Matter Expert (SME), globally and domestically. Dr. Rogers describes herself as an inspirational leader who consistently delivers results with a genuine passion for selflessly helping others. She is a strategic thinker who relies on collaborative partnerships. Debra holds seats on several committees in the professional, military, and

civic leadership organizations.

Ms. 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. Currently, Debra resides in Florida, and she is passionate about healthy living and traveling, learning about other cultures.

Platform Statement. As Chaplain General, the strategic vision is 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. At this juncture in our nation, 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. The platform complements the organization’s volunteerism focus. In the short and long-term, the platform can provoke increased volunteer participation at the local chapters.



Historian General

HPM Charles W. Bennett Jr.

Biography. Charles W. Bennett, Jr., is a Hereditary Perpetual Companion of the Virginia Piedmont Chapter in Lynchburg, Virginia. In the Chapter he serves as the Chapter Historian, the newsletter editor, and the First Responder Committee chair. In August 2021 he was appointed Assistant Historian General for the Military Order of the World Wars. Now retired, he had a fifty-year law enforcement career.

After completing studies at the University of Richmond, he joined the Richmond, Virginia Bureau of Police in October 1968. Over the next twenty-six years he held many positions in that organization, including assignments as a uniformed Officer, Homicide Detective, Narcotics Division Sergeant, SWAT Team Commander, and Bomb Technician. He was the Deputy Chief of Police in Richmond for over five years.

In 1985 he was selected as one of the top ten police officers in the United States by Parade Magazine. Also, in 1985 he was presented the 19th Special Salute by the United States Chamber of Commerce, was awarded by President Ronald Reagan.

After retiring from the Richmond Police in 1994, he was appointed Chief of Police for the City of Lynchburg, Virginia. He served as Chief there for fourteen years. He was elected by his peers as the President of the Virginia Association of Chiefs of Police.

Retiring from the Lynchburg Police Department in March 2008, I joined the United States Department of Justice, Criminal Division, International Criminal Investigative Training Assistance Program (ICITAP) and served as the Program Director with ICITAP Pakistan from 2009-2013, and then as Program Director with ICITAP Bosnia & Herzegovina until 2019

Retiring from the United States Department of Justice in 2018, he enrolled in the Master of History program at Liberty University. He is the oldest on-campus student at Liberty! He is also a voice actor in Liberty University's "Encounter" radio drama, an award-winning serialized production that is broadcast both nationally and internationally.

Bennett has a life-long interest in history. As an historian he has published works in the United States Library of Congress and the Library of Virginia, including "Lafayette in Richmond," "Four Years with the Fifty-Fourth," "The History of the Lynchburg, Virginia Police," and "Is there any Hope for Us," a history of the attack on the United States Embassy in Islamabad in November 1979.

ANNUAL REPORTS

CINC LTC OKIN | ANNUAL REPORT

It is my distinct honor to serve as the 91st Commander in Chief of the Military Order of the World Wars during OY 2021-2022. The work of the Order is important to us all, and those entrusted with the administration of the Order worked diligently to ensure that our foundation is solid, and our future is brighter than before. The success of this organization does not rest on the shoulders of one individual, but on the symphony of many Companions brought together by our desire to serve, our common heritage, and our mission.

Those Companions who serve the Order well and provide excellent counsel and rigorous work at the senior leadership level are known to all. IPCINC BGen Fred Lopez, SVCINC BG Victor Perez, VCINC CAPT Ed Gantt, VCINC LTC Charlie Conover, VCINC Lt Col Marlon Ruiz and VCINC Lt Col Dave Worley are of inestimable value to me and to the MOWW. Their collective efforts on behalf of the Order are evident as detailed in their Annual Reports. I am grateful for their work and dedication on behalf of all Companions as well as the diligence, humility, loyalty and good humor with which they perform their tasks. They help make our labors satisfying, fun and worthwhile.

The addition of our new Chief of Staff, Col Michael Farrell, to the ranks of senior leadership came at an opportune and crucial time for this organization. He adds new ideas, a more youthful vision and an energy that will go far in advancing the Order's mission and goals. Col Farrell demonstrates strategic and analytical reasoning, and the discipline to remain focused to coordinate our efforts for the improvement of our operations. The inclusion of Col Farrell in the Headquarter's staff adds great value to our organization.

The CINC's Intent (OY 2021) focused on processes that would strengthen the Order's leadership, operations, and recruitment initiatives allowing senior leadership to more quickly respond to the changing environment of veterans service organizations. We began the hard work of analyzing the underlying causes of the challenges facing the MOWW and sought counsel from professionals where appropriate who might aid us in finding a path to success.

Part of this work was to rethink the organizational chart to provide a direct, chain of command responsibility of VCINCs over their assigned regions. Further, committee work responsibilities were placed under the direction of the Chief of Staff which allowed for better coordination of the headquarters staff with the operations of the Order. While there is still more work to do in maximizing these efforts, this transition is progressing well.

In the past, the Order primarily focused on Companions actively recruiting as the main solution to our dwindling numbers. We continued recruitment as Strategic Goal - 1 (SG-1), assuming that stating this as a goal would be sufficient to stimulate an increase in membership. We paid little attention to the other half of the equation - how to make the MOWW attractive and relevant to the newer generations of officers so they seek to join. We need both effective recruiters and willing and interested potential new recruits.

Senior leadership decided to address the problem of how to project a newer image of the MOWW to a younger demographic as a way to make the Order more relevant to younger officers and attract new members. In assessing ways to effectuate the desired outcomes, we identified several areas needing attention, which when coordinated, brought to completion and synchronized will help achieve SG-1. This is the message I convey to the chapters I visit.

Among the initiatives on which senior leadership is concentrating include working with the Strategic Planning Committee to review the current MOWW Strategic Plan (2020-2025) to ensure that it meets the needs of the Order and to recommend thoughtful changes. The goal of this effort is to better define the vision of the Order that will result in a growing and vibrant organization. To reach that objective will require identifying short and long-term strategic goals and the mechanisms for measuring and achieving them. To accomplish this task, to achieve this vision, senior leadership is collaborating with a branding and marketing firm to develop marketing tools, update computer and print graphics, help create a recruiting campaign and, in general, refresh the image seen by the veteran community. Concurrently, the MOWW website is being modernized to be more user friendly. At the same time the website is being modernized, we are assessing MOWW's social media presence to make it consistent across the Order's chapters, regions, committees, and outreach programs. Finally, senior leadership is assessing changes needed to address IRS membership requirements for tax exempt organizations which must be met or will pose an existential threat to the Order.

Initiatives we are considering, but are still in a pre-conception phase, include the development of a new outreach program designed to appeal to newer generations of officers. We will also review the Constitution & Bylaws and recommend amendments that will serve to streamline the Order's operations and allow it to operate in a decidedly more nimble fashion.

The ultimate goal of the Order is to address these initiatives by prioritizing their importance, working to complete them, and then staging their implementation so chapters become and remain viable and sustainable, thereby growing the Order in both Companions and Chapters.

OY 2021 (as of 31 May 2022)

Chapters and Cadres:

At the beginning of OY 2021 the MOWW supported 75 chapters, 2 cadres and 3 At-Large/other chapters. There are currently 76 chapters and 3 At-Large/other chapters. However, despite the loss of one chapter, the Order chartered two new chapters - the MOWW North Central Florida and Northeast Florida MOWW #250 Chapters- thus increasing our total chapters by one. Other regions are actively considering the formation of new cadres.

Recruitment:

The MOWW began this OY with a total of 6283 Companions and currently registers 6262 Companions, sustaining a net loss of 21 Companions. Included in these numbers are 260 Companions lost to the Order through resignation, becoming lapsed, and death counter-balanced by 249 Companions newly recruited to the Order. This means that as of 30 June 2022 the Order virtually replaced those Companions who dropped off the roster. While sustaining a net loss of 21 Companions in one year still represents a loss to the Order, it is the first time in years there has been relative parity in membership between OYs. In comparison, in OY 2020, the Order's membership declined by 188 Companions. Further, of the current 76 chapters, 57 (75%) have recruited at least one Companion leaving 19 (25%) chapters having recruited no one. This is insufficient to sustain and grow the Order into the future. We need and must do better.

In considering recruiting performance (achievement of adjusted SG-1 goal of 4% increase over the prior OY), this OY 2021 achieved 51% of its goal while last year's recruiting performance achieved only 31% of its goal. This is a definite improvement.

Additionally, of the 6262 Companions listed on the official end-of-year MOWW Active Roster OY 2021, HQ has email addresses for only 3457 or 55% of these Companions. Although some of the 2808 without email addresses are active within their chapters, it is likely that most of these individuals are not being contacted and included in chapter activities. This represents a loss to the Order despite still being counted on the roster. Efforts need to occur to encourage these Companions to become active again.

The demographics of our Order continue to change and the average age of all our Companions is 70 years old. This number will change over time as our older members pass away and newer members are recruited. However, unless we recruit younger members, the average age of our membership will remain the same or continue to increase. The average age of our newest members recruited this OY is 61 years old which is older by two years from last year's average age. Further, the average age of those who recruit is 73 years which indicates that it is our older Companions who are recruiting.

Finally, successful recruitment requires a one-on-one, personal approach. As has often been stated, all Companions are potential recruiters. Unfortunately, only 121 individual Companions recruited anyone this OY. This represents only 1.9% of our entire membership. While this is better than the 90 recruiters (1.4%) last year, these Companions represent a tiny fraction of our total membership. We need and must do better.

Finances:

The Order is financially sound, however, there exist challenges to the Order's future that, if not addressed now, pose an existential threat to the MOWW as a 501(c)(19) veterans organization. One IRS requirement is that a 501(c)(19) organization must have a membership roster consisting of at least 75% veterans. Currently, our veteran membership represents 74.9% of the total. This places the tax-exempt status of the MOWW in jeopardy. Senior leadership is investigating options that would bring the Order into IRS compliance. These options will be presented to the General Staff.

CINC Solicitation:

The CINC Solicitation surpassed its goal of \$100,000 and is currently at 116% of its goal. Grateful acknowledgment goes to all contributors to this worthy appeal. Special acknowledgment goes to Regions I, III, IV, VII, XIII & XIV who exceeded their region's goal. Kudos to all for their efforts.

Conclusions:

In writing this report I made an effort to not be Pollyannaish. There are many outstanding attributes demonstrated by the Order this OY. Recruitment is better than last year and the total new Companions nearly match those that have been lost to the Order for the first time in a long time. Although the numbers are small, the number of Companions recruiting new members increased by 34%, a significant increase. Chapters made significant strides in meeting in person and creating hybrid opportunities to engage more Companions. Outreach programs continued to be performed, and chapters sought ways to expand these efforts. Region VI shepherded the creation of two new, viable chapters while at the same time preparing to host the Jacksonville MOWW Convention. The CINC Solicitation exceeded its goal. These accomplishments indicate the Order has a solid foundation.

However, the Order's age is beginning to show. Similar challenges common with many veterans service organizations including the MOWW are the projection of an image and the performance of activities that attract younger, eligible members who might join our organization. We must recognize that saying we

need to recruit more members is not enough to get the job done. We need to address the critical reasons behind our inability to attract a sufficient number of new Companions.

Senior leadership is identifying potential causes of this perennial problem. Some of these are:

1. Aging membership demographics
2. Too few recruiters
3. Insufficient knowledge about the Order in the veteran community
4. Inability to adapt to the needs of a younger generation of officers
5. Inadequate exposure of the MOWW on social media platforms
6. Antiquated website
7. Resistance to change by our membership

Recommendations:

In order to improve the Order, we must first identify and acknowledge our challenges and commit to changes that will improve the likelihood of successfully achieving our goals and objectives. Senior leadership began this process and is intent on creating an environment where success is more likely to occur. This will require change. Recommendations for OY 2022:

1. Readdress the MOWW Strategic Plan (2020-2025) to better focus our efforts in making the Order what we want it to become
2. Implement a coordinated rebranding and marketing initiative leading to a recruitment campaign
3. Complete an update to the MOWW website
4. Coordinate MOWW exposure on social media platforms among our stakeholders to include chapters, regions, headquarters and committees
5. Address areas within the MOWW that can be adapted to appeal to newer generations of officers
6. Conceptualize and develop a new outreach program and recommend appropriate changes
7. Address the challenges inherent in maintaining a 501(c)(19)

These recommendations are not all-encompassing and are not meant to limit thoughtful suggestions from Companions. Indeed, the direction of the Order flows from the needs and desires of our membership. Any successes achieved this OY are due to the diligence, enthusiasm and hard work of the HQ's staff and our many involved Companions for which I am eternally grateful. We need to keep the momentum going.

FOR THE GOOD OF THE ORDER

MICHAEL A. OKIN, M.D., Lieutenant Colonel, USA (Ret)
Commander in Chief

SVCINC BG PEREZ | ANNUAL REPORT

1. **General:** As we assess the Order through the different leadership forums we participate or have oversight, we come to the collective understanding that we are meeting our mission and outreach objectives considering the scalable operability of each of our Chapters. Surely, there is always room for improvement. Interesting is that this OY we have closed only one chapter, compared with past several OYs averaging five closures. Also, good news is that we have finally launched two new chapter. This is clearly the consequence of leadership: “The Art of influencing.”

Our leadership efforts, follow-up and communication are resulting in stabilizing operability. We also must admit that the new CDC guidelines and Government protocol rules are systematically permitting the Order to improve operability and reestablishing normal executing capability. Our chapters and regions are now beginning to have in-person meetings, as well as in-person YLCs/YLSs, Massing of Color, ROTC and JROTC awards presentation. The pandemic era has taught us that we need to ensure we know how to use advanced technology, since it proved to be the only way to virtually meet and continue operations.

We are now more resilient and energized to serve other than ourselves.

2. **Responsibilities.** SVCINC, IAW Constitution, Bylaws, Policy Manual and/or National Directory.

- IAW MOWW Bylaws, Art IV, Sec. I, B (2), if CINC for any reason cannot continue his tenure, succeeds him for the rest of his/her tenure.
- IAW National Directory, Page 6, Corporate Board: Vice-Chair EXCOM / Board of Directors, MOWW Inc.
- IAW National Directory, Page 39, Committees / Standing: Chair, GAS Pershing Chapter of Year Working Group.
- IAW National Directory, Page 37, Committees / Standing: Member Finance Committee.
- IAW National Directory, Page 39, Committees / Standing: Vice-Chair Strategic Planning Committee.
- IAW National Directory, Page 3, Executive National Officer: Oversight Region V.

3. **Assessment of progress toward achieving Strategic Goals:**

As mentioned at the beginning of the report, most of us agree that chapters, as we assess them in terms of scalable capability, meet mission, are communicated, and sustain operations. Yes, we can do better. Chapters needing to improve recognize the areas they need to work on, and Region Leadership is engaged to assist them in producing the plan and executing the same to successfully meet expected execution in all Strategic Goals.

Region V. **Overall satisfactory.** Region Commander provides the command and control permitting the region to remain viable within the order.

- **Goal #1. Recruit, Convene and Involve Companions. As of last MRR and Recruiting Performance (30 April 2022) available. Need improvement, with note of excellence.**
 - Three out of 8 Chapters have not recruited. Expected to show a difference by 30 June 2022, end of the OY.
 - One exceeded the 4% goal.
 - Positive is veterans’ percentage is second highest in the Order with 83%.

- All conduct meetings, staying operational. Made a commitment to go 100% in-person.
- Goal #2. Provide Companion Leadership Training. **Satisfactory.**
 - All Chain of Command is trained, although some require improving their Computer Literacy knowledge.
 - All Tax Form 990 always submitted on time, resulting in all chapter receiving PM dividends.
 - Region Conference conducted, with satisfactory participation, and educational agenda.
 - Attendance to National Conference will increase this OY when compared to last.
- Goal #3. Mentor and Develop Companions. **Satisfactory.**
 - Succession Plans continue to be a challenge. Chapters show having them; they need to be executed.
 - All Chapters have an active Commander and staff that remains communicated.
 - Some Commanders are dual hat, particularly to the Adjutant position.
 - All trained.
- Goal #4. Conduct Chapter Advertising & Publicity. **Satisfactory.**
 - Six out of eight have a Newsletter.
 - Only two have social media presence. Challenge here is technology knowledge.
- Goal #5. Expand & Improve Chapter Outreach Programs. **Satisfactory.**
 - ROTC and JROTC Program is best out-reach program within the Region V.
 - Region V supports University of North Carolina, which has no Chapter in the State.
 - YLC program is improving this OY with increase participation.
 - Scout outreach needs improvement.
 - Veterans Affairs and First responders are satisfactory.
- Goal #6. Recognize Companion Excellence. **Satisfactory.**
 - Excellence is well recognized thorough-out the region.
 - SVCINC Gold Patrick Henry Award will be presented.
 - Region Commander presenting Silver Patrick Henry Award.

4. Conclusions.

As stated at the opening statement of the report, the Order as well as the Region meets mission and executes outreach programs considering chapters scalable capabilities.

Region V recognizes that three out of eight chapters need improvement, although all three are executing at least one outreach program (at least one more than one) and even have recruited new companions. None considered for closure. The Region is the second highest in veterans' percentage. As the rest of the Order, has an aging membership showing a strong need to reach our younger generation. Although the Region needs to improve recruiting, most recruited were in the younger generation range. And as Recruiting, technology and social media are still the most significant challenges needing to improve.

6. **Recommendations.** We all recognize the need for change and transformation to remain as a viable Veterans Support Organization (VSO) and attract our younger generation.

To improve recruiting.

- The Order needs to initiate a National Advertisement Campaign. Considering our strong finances, it can be included in the budget. As all investments, it will require taking some risk.
- 30 Seconds Advertisement / Commercial MOWW Video.
- Ads attached to cookies when navigating in the web, YouTube, other media.
- Digitalize Membership Application to include fee collection.

- The Region is considering activating Recruiting Team in each Chapter as part of the staff. And have an accountable quarterly process throughout the OY. As stated by several Chapter Commanders and two PCINCs in the Region: Every Companion is a recruiter.

To improve technology and media knowledge.

- Implement education in phases (basic, intermediate, and advance).
- Encourage on-line education.

Region V recommends:

- As been discussed, the Order should open a subsidiary 501(C)(3) foundation, recognized as a venue for capturing other donations for the execution of the Order and its outreach programs.
- The Order should consider a name change to improve attracting the younger generation and its way ahead to transformation. The Orders name has changed at least three times throughout its history.
- See Region Commander Report.

“It is Nobler to Serve, than to be Served.”

FOR THE GOOD OF THE ORDER

VICTOR S. PEREZ BG, USA (Ret)
Brigadier General, Retired
Senior Vice Commander-In-Chief

VCINC CONOVER | ANNUAL REPORT

1. General:

The operating year 2021-2022 was a successful year considering that in many chapters, early in the year because of COVID 19 concerns, all meetings were held via ZOOM and then later, in-person with a ZOOM option as restrictions were lifted. Outreach programs such as YLC/YLS were canceled or postponed due to restrictions in place by certain facilities and the requirement for participants to wear mask early in the operating year. As we moved into the second half of the operating year, restrictions were eased, and normal outreach activities resumed including an emphasis on outreach programs such as ROTC/JROTC, Scouting, YLS and others. Specific information regarding each region's activities are shown under their respective sections below.

2. Oversight Responsibilities:

I was assigned oversight for Region VI encompassing Florida with Puerto Rico, and the U.S Virgin Islands and Region VII with chapters in Alabama, Arkansas, Louisiana, Mississippi, and Missouri. I was also assigned to be a member of the GAS Perishing – Chapter Working Group.

I attended the National Veterans Day activities at Arlington National Cemetery, Participated either in-person or via ZOOM in all scheduled Top 8, EXCOM and NC 22 Planning Meetings. I attend Region Conferences in Region VI and attended Chapter Meetings at the Chapters located in Florida. A back injury prevented my travel to the Region VII spring conference. However, I was able to have frequent contact with LTC. Brown and then LTC. Widner when LTC Brown left the Region.

Region VI is commanded by MAJ. Jim Haney USMC (Ret) who has established a strong leadership staff and has two Department commanders. The Region is the first to be the primary host for a National Convention with the Jacksonville chapter as co-host assisted by the other Region VI chapters. The Region held a fall (2021) conference, in four different segments via Zoom and a spring (2022) conference in person with a ZOOM option in Dunedin, FL hosted by the Clearwater Chapter. I attended the conference and installed the new officers for operating year 2022-2023. Five of the Chapters participated in both conferences. The Fort Walton Beach and Space Coast Chapters did not participate. The Department of Florida has six Chapters, the Department of Puerto Rico has one Chapter and there are no Chapters in the U.S. Virgin Islands. Region VI set the standard in the current operating year with the establishment of two new Chapters from the previous Cadres. These two Chapters continue to grow, and they led the Region in recruiting new Companions. The Jacksonville, Sun City Center and Puerto Rico chapters all held a YLS in the second half of the year with a total of about 125 students in attendance. Leadership succession planning is non-existent in two of the Chapters in the Region and must be addressed immediately.

The Region Commander has identified three areas in Southwest Florida, Greater Miami, Fort Myers, and Bradenton/Sarasota where new Cadres might be formed. This is based on the number of current MOWW Companions living in those areas. In person meetings are planned with potential leaders of a Cadre early in operating year 2022-2023.

Region VII has six chapters and is commanded by LTC Pat Weidner, USA (Ret) who served as Region Commander for the past four years and again took over this year when Region Commander LTC Reginald Brown moved out of state. Staff positions in the Region are stable. There is no leadership succession plan for the Region.

Each state in the Region has only one Chapter except for Louisiana which has two Chapters. Even though there are five states represented, only Louisiana has a department commander who also serves as the Region Commander.

The region held a fall (2021) conference via ZOOM and a one- and one-half day spring (2022) conference in person with a ZOOM Option. The Arkansas Chapter did not participate in the spring (2022) conference. LTC Weidner has been successful in recruiting new leadership in the New Orleans Chapter and they are now rebuilding and reenergizing the Chapter, holding meetings, and participating in several Outreach Programs. It is disappointing that three chapters did not recruit any new members during the year. As of 30 June, all six chapters have 75% or more military members.

3. Assessment of progress toward achieving Strategic Goals:

SG-1 – Recruit, Convene & Involve Companions

Region VI has recruited 75% of their adjusted goal thanks to the new Chapters in Northeast Florida and North Central Florida. Most of the other chapters did reasonably well considering the operating restraints during the year. The large chapters will most likely continue to struggle to achieve a net 4% increase because of the age of Companions. The Space Coast Chapter recruited no new Companions, and they require immediate attention. Six of the seven Chapters have 75% or more veterans and the sixth is expected to do so early in the new year. All Chapters in the Region except for the Space Coast and Ft. Walton Beach Chapters held at least six Chapter meetings during the year. Participation in Chapter activities increased in four of the six Chapters. The Region Commander has identified several areas where there are enough MOWW Perpetual members not associated with a local Chapter to form a new Cadre and ultimately a new Chapter. These locations are Tallahassee, greater Miami, and Fort Myers. The Commander expects that at least one new Cadre will be formed in operating year 2022-2023. Five Chapters have welcomed new Patriots in accordance with the newly approved Patriot Program.

Region VII The Region had less than satisfactory recruiting effort this year, only recruiting 16% of their adjusted goal. This was due in part because three Chapters recruited no new Companions, and two Chapters recruited only one. The CPT. Grevemberg Chapter previously considered for closing recruited four new Companions and is moving ahead with dedicated leadership. All Chapters in the Region are above the required 75% veteran Companion membership. All Chapters are once again meeting regularly, and six chapters meet at least six times per year. Increasing participation at Chapter meetings as well as maintaining current outreach programs is a difficult task for most Chapters. One Chapter will recognize a new Patriot this year.

SG-2 – Provide Companion Leadership Training

Region VI Five of the seven Chapters conducted some form of leadership training for their primary staff during the year. Training for the newly elected staffs of most chapters in the Region will take place during the first quarter of operating year 2022-2023. The Region Commander and four of the Chapters took part in the ZOOM Membership Seminar video presented by MOWW Headquarters.

REGION VII Formal training of Chapter staffs was conducted at several of the Chapters and needs to be encouraged for all chapters electing new officers in the new year. The Region Commander and of the Chapters took part in the ZOOM Membership Seminar video presented by MOWW Headquarters.

SG-3 - Mentor & Develop Companions:

In general Regions VI & VII need to do more to emphasize the importance of this Strategic Goal. As will be specifically commented on, succession planning in many areas of the two Regions is non-existent. If not corrected, it will ultimately result in the closing of multiple chapters.

Region VI The Region has a good succession plan and the next generation of leaders have been identified. Training and mentoring on a frequent basis during scheduled conferences and other gatherings. The seven Chapters in the Region differ widely in their execution of this goal. Puerto Rico, North East Florida and North Central Florida Chapters have a good succession plan in place. Clearwater Chapter and the Sun Center Chapter are working to improve their plan. The Ft. Walton Beach Chapter and Space Coast Chapter have no plan. As with other failures, the region is at a grave risk of having to close these chapters if the existing staff can no longer function.

Region VII Is commanded by LTC Pat Weidner. Only one chapter out of the six in the region has a succession plan. No one at the Region convention would step up to assume the Commanders position. Therefore, the Region will not have a commander as of 1 July 2022 and they have requested help from MOWW to recruit a new Region commander. It is urgent that we find a new Commander so as not to lose the resurgence of the entire Region accomplished after recovering from the slowdown caused by COVID. Although most of the Chapters are currently strong and viable, there are concerns that after operating year 2022-2023 some Chapters may not be viable unless action is taken.

SG-4 – Conduct Chapter Advertising & Publicity:

Region VI Five of the seven Chapters publish a monthly or by-monthly Chapter newsletter and send them to HPM Patty Williams for archiving. Five chapters submit articles of interest to local newspapers as well as media outlets to gain visibility in their local community. Local weekly newspapers in many areas of the Region publish multiple articles on a frequent basis recognizing a Chapters outreach programs. Four Chapters have submitted articles for inclusion in the “Chapters in Action” section of the MOWW Officer Review and one article from the Region was published as a feature article. Two Chapters have a website, three have a Facebook and none have a LinkedIn or Twitter account and two more are working on developing one.

Region VII Three of the six Chapters publish a monthly or by-monthly Chapter newsletter and send them to HPM Patty Williams for archiving. The Region Commander reported that Chapter publicity-advertising was limited to non-existent. Three Chapters have a web site, and none have a Facebook, LinkedIn or Twitter account.

SG-5 – Expand and Improve Chapter Outreach Programs:

Region VI All seven Chapters have an active ROTC/JROTC outreach program. Over 230 JROTC, 35 ROTC Medals of Merit were given out. There were two MOWW Perpetual Memberships, one Air Force and one Navy given to the Honor Graduate at The University of South Florida. Six of the seven Chapters in the Region presented Eagle Scout awards to Boy Scouts of America. Two Chapters presented Gold Awards to Girl Scouts of the USA. Recognition was given to Navy Sea Scouts, Quartermaster Scouts, and other scouting programs. Four of the seven Chapters presented multiple MOWW Silver Patrick Henry Medals, Bronze Patrick Henry Organizational Awards, MOWW Law & Order/First Responder Awards As well as MOWW Award of Merit Plaques to several officials or National Citations. Four chapters have specific Public Safety/Law and Order outreach programs covering seven counties and recognize members of those organizations. Two Chapters participate in Wreaths Across America programs.

Region VII The Region has a very active ROTC/JROTC program. Five of the six chapters awarded a total of 58 ROTC Medals and coins and 190 JROTC Medals to schools in the Region. The Region awarded Medal sets to three ROTC Units and eight Medal sets to JROTC units in Arkansas, Missouri, and Texas. They do this when no other MOWW Chapter can provide them. These are not reported on MOWW Form 39 at the end of the year. Some Chapters are only now beginning to meet again but have indicated that they plan to become involved in multiple outreach programs. Five Chapters are involved in multiple Outreach Programs including

multi day YLC's & YLS's, Massing of The Colors, Wreaths Across America and other programs within their respective state. Chapters in the Region presented MOWW Silver Patrick Henry Medals, Bronze Patrick Henry Organizational Awards, MOWW Law & Order/First Responder Awards.

SG-6 – Recognize Companion Excellence:

Region VI - Five Chapters in the Region awarded all the silver Patrick Henry Medals authorized based on the Chapters size. Likewise Bronze Patrick Henry medals were awarded by five of the seven chapters. There was one Gold Patrick Henry Medal awarded in Region VI. Five of the seven Chapters awarded MOWW Outstanding Service Medals, MOWW Outreach Service Medals and many Certificates of Appreciation. There were two National Citations given to Companions in the Region.

Region VII – The Region presented two Silver Patrick Henry Medals and the Department of Louisiana presented one Silver Patrick Henry Medal. One Louisiana Chapter presented one Silver Patrick Henry Medal. No other chapters were identified as presenting medals, certificates, or National Citations.

4. Conclusions:

In both Regions, recruiting is the most important issue requiring a dedicated and focused effort from not only chapter leadership, but every living Companion in the Order. Succession planning at both the chapter and Region level also requires immediate attention and corrective action. Now that most Chapters in both Regions are meeting on a regular schedule, Commanders and staff need to identify potential candidates to assume key positions, encourage and mentor them to accept the challenge.

Two Chapters in Region VI that are considered “Critical” and require immediate action from the Region staff. Region VII Chapters are all considered “cautionary” and require monitoring.

5. Recommendations:

Continue to develop the MOWW branding and Marketing plan to obtain greater visibility in all regions of the Country. Consider some form of advertising such as electronic billboards, small ads in local/regional newspapers, spot ads on local radio/TV stations advertising activities such as Massing of The Colors, Memorial Day Services and other activities sponsored by a MOWW Chapter during Patriotic Holidays. These may be done at no cost to the Chapter but are considered as “Public Service” announcements. In-person events are the most successful in recruiting new Companions. Encourage Chapters to conduct “Meet & Greet” functions in their local area to attract potential new Companions, get to know them and sign them up.

Encourage Chapters to use the National Directory, sort Companions by zip code and determine where a new Cadre might be formed if there 10 or more Companions within a 15-mile radius of where a Cade might meet. Then contact one of more of the identified Companions to start the process.

FOR THE GOOD OF THE ORDER

CHARLES R. CONOVER, LTC, USA (Ret)
Vice Commander in Chief, MOWW

VCINC CAPT GANTT | ANNUAL REPORT

GENERAL

Our Operating Year 2021-2022 started off with an infusion of optimism as it appeared that our national measures to combat COVID-19 were showing signs of turning the corner against the pandemic. The availability of vaccines and widespread testing increased our knowledge of just how to counter the virus. But soon after we completed our Annual Convention in Detroit, mutations of the virus caused another disruption to our ability to host in-person activities. The impact varied, somewhat, from geographic region to region, with greater restrictions seen in and around the more densely populated areas. As it has been for centuries, difficult challenges require extraordinary responses and many of our Chapters have been extraordinary this year. Generally, our most effective recruiting is accomplished through outreach and involvement in the community of veterans and veteran supporters. The Chapters who performed well with regard to their outreach programs were able to find alternate methods and means of communicating with other organizations and maintained a degree of recognizing and supporting others who helped to make our communities better.

I am happy to report that Region I and Region III were able to hold in-person YLC/YLS evolutions prior to this most recent mutation strain of COVID-19. And I had the chance to watch some of them in operation on site in Delaware and Vermont. I look forward to a few more YLC/YLS opportunities this summer.

While I am not a Marine, I admire much of their dedication to the mission, whatever that mission might be. I find the motto of the 1st Battalion, 4th Marines, *Whatever it takes*, to be expressive of the attitude I would like to adopt, and then spread to and through all of the Chapters in the mid-Atlantic and northeastern U.S.

The strength of our Order rests in the hands of our Companions. Within Region I, III and IV, we've benefitted from the diligent efforts of nucleus of dedicated Companions in our Chapters and it has delivered some very positive results. It is unfortunate that as some of our more dedicated Companions age or encounter health challenges, our recruiting efforts have not been successful at filling in those gaps. This current trend exhibits a downward slope in membership, active workers at the Chapter level, and particularly, with the numbers of veterans we've brought into the Order. Every Companion must become an active recruiter if we are to reverse that trend. Once recruited, the next two steps are almost as important: involving those new companions in Chapter activities and then creating a leadership succession plan for the Chapter so that we maintain the ability operate effectively over the long term.

Regions I, III and IV have a total number of twenty Chapters, of which, sixteen of them have successfully recruited at least one new member as of 30 April of this OY. We owe a special recognition to a few Chapters who produced significant results in meeting the MOWW established annual recruiting goals. Three of our Chapters have exceeded their annual recruiting goals. Congratulations to the dedicated efforts of our Granite State Chapter (NH), LTC Shehab Chapter (NJ), and Virginia Piedmont Chapter who led the way in meeting or exceeding their goals. Among our three Regions, Region I -- with one large Chapter and six small Chapters in five different states in New England, stands out as having achieved greater than 100% of their annual regional recruiting goal. This remarkable achievement is even more noteworthy when considering how the Region had struggled in recent years.

A number of our Chapters deserve recognition for recruiting significant numbers of new members and those efforts came very close to meeting the MOWW annual goals. That should not be understated or underappreciated, especially when facing the challenges of a resurgent virus. The Greater Boston

Chapter, Narragansett Bay Chapter (RI), General Roosevelt Chapter (NY), Northern Virginia Chapter, Hampton Roads Chapter and General Meade Chapter all worked diligently and are to be commended for their recruiting successes as well. There were four of our Chapters that reported having recruited no new members for the OY up through 30 April 2022. Some of those will generate a few new members before the end of the current OY. Yet the Chapters whose recruiting efforts have not produced will have the benefit of additional attention and support from our Region Commander and Vice Commander-in-Chief levels to assist in developing solutions for the next OY.

During this current year, I have had the opportunity to visit with half of the 20 chapters in Regions I, III and IV that have held meetings or YLCs in person. Perhaps the most significant benefit for me as the Vice CINC is to witness, first-hand, the enthusiasm of our Companions to get back out in public, conducting the regular activities of our Order. Although their many years of serving, or more simply put, the aging of our long-term Companions has made it a little more difficult to carry out many of our outreach activities, their enthusiasm has not waned. I have seen it in the eyes of our Companions; I have heard it in their excited descriptions of interacting with America's future leaders. As a result, I believe that Regions I, III and IV have followed in their established traditions of directly supporting ROTC, JROTC and Scouting Programs in the northeastern quadrant of the contiguous 48 states. That has been, and continues to be, a most visible strength of our Order in the northeastern U.S.

Some of our Chapters have done extraordinarily well during this second year of the global pandemic as they've continued to meet, some in person and some employing a hybrid of video conferencing and in-person meetings. Our larger Chapters such as Virginia Piedmont, General Meade Chapter and Greater Boston Chapter, successfully met the challenges. They met as much as reasonably possible and maintained regular communication with their Companions through the OY. At last year's 2021 Annual Convention, the Virginia Piedmont Chapter was recognized as the top Chapter among Medium-sized Chapters and the General Meade Chapter was recognized as the second among all large MOWW Chapters in the competition last OY. This year, we anticipate seeing even greater achievement from those Chapters and an even more-competitive showing from most of our remaining Chapters in Regions I, III and IV.

We have a fairly large number of Chapters who continued to operate, although at a reduced level of activity. These Chapters are exhibiting an upward trend of outreach, community involvement, communication with their Companions, and even recruiting in support of our Strategic Goals. Within Regions I, III and IV, we have a few Chapters who continue to struggle as evidenced by their mid-year and end-of-year Chapter Activity Reports. Our Strategic Goal #1 of recruiting 4% new members needed to sustain our Order's viability has not been met by most of our Chapters. This shortcoming garners much of the attention, as it should; yet it doesn't capture the diligent efforts of a few very dedicated Companions. That sense of dedication at the ground level is something that we absolutely must demonstrate if we're to inspire more and more of our Companions to be actively involved in recruiting. Sometimes that's a subtle recruiting effort and at other times, in other places, it must be more direct and specifically targeted to potential new members. In short, all of us must always wear at least two hats as Companions. One hat is that of the program, project or activity that inspired your decision to become a Companion. Youth programs, for example, inspired many of us to join. The other hat that we must always wear is that of a recruiter for our Order. The work we do is good for our community, for our veterans and for our nation.

Within the Region, however, we still have a small number of Chapters that have not held meetings, either in-person or virtually. And some of these few have not produced a regular newsletter, leaving our Companions in the blind as to where we are heading. The tangible benefits of such regular Companion-to-Companion interaction and communication include encouraging greater involvement from more of

our members, a broader understanding and appreciation of the good that our Order does in so many parts of our nation.

Our YLC plans were severely impacted by the resurgence of the COVID variants of this calendar year. The loss of Saint John's College in Annapolis as one of the Region's YLC sites caused a modification in the way we would operate. After a very promising YLC planning meeting in the Jamestown area that included representatives from all of the Region's Chapters and a site visit, the planned Spring 2022 YLC at the 4-H camp was canceled due to COVID's spring 2022 resurgence. This was to have been our first Region IV YLC following the loss of the Saint John's College facilities in Annapolis which had been the site for the YLC hosted by the General Meade Chapter for the National Capitol Region MOWW Chapters.

With Our MOWW Strategic Goals as a starting point on our annual road map as we establish the priorities of our Chapters, we shall do whatever it takes to push ourselves toward greater accomplishments in the coming year -- more effective communication within our Order, more visibility in the community of veterans, and an Order that is actively involved in the development of our youth.

CLOSING THOUGHTS

As my first year as Vice Commander-in-Chief closes out, I am so thankful that have had the unlimited support of three dynamic Region Commanders: COL Larry Willwerth USA (Ret.), Region I Commander, COL Loren Weeks, USA (Ret.) and Col Bill Townsley, USAF (Ret.). I believe that we have been a good team and whatever I've accomplished was the result of these three leaders. They have been the perfect intermediary when one was needed, a sounding board when necessary and outstanding troop leaders when "good soldiering" was just the ingredient to get things moving in the right direction. Please join me as I take a moment to pat these gentlemen on the back...and then we will sit down, roll up our sleeves and start working on the next set of goals for the Good of the Order.

FOR THE GOOD OF THE ORDER

EDWARD W. GANTT, CAPT USN (Ret)
Vice Commander in Chief, MOWW

VCINC RUIZ | ANNUAL REPORT

1. General:

As my first operating year (OY) as VCINC concludes, it has been both a personal honor and a most gratifying experience serving the Order and all the wonderful fellow companions I have met throughout the year in both the Midwest and southwestern geographical areas assigned. This annual report covers the highlights of my partnership and interactions with fellow commanders, support staff and fellow companions of Region II (2) and Region XIII (13), and the fine fellow companion committee members I was privileged to collaborate with on projects throughout the OY.

2. Oversight Responsibilities:

Regional assigned oversight responsibilities include **Region II (2) "R-2" which supports the entire Mid-Western geographical area comprised of 10 states** [7 Departments / 5 Chapters] with 394 fellow companions, and **Region XIII (13) "R-13" which supports the entire Southwestern geographical area comprised of 5 states and one local chapter operation in the greater El Paso, TX area** [3 Departments / 9 Chapters - now down to 8 chapters due to a chapter closure in the current operating year "OY"] with 529 fellow companions supported. (REF: MOWW National Directory OPR: HQ MOWW/CS OY 2021 [1 July 21 – 30 June 22] revised: 5/12/2022 1:31 PM / reference pages 12-13 and 28-30)

Additional assigned responsibilities include serving on or consulting in the following **4** national committees (*Branding & Marketing / Information & Publicity / National Convention & Seminar Planning / Strategic Growth*) and serving as a consultant for the *Chapter Newsletter* program. Other duties include serving as the *Region XIII (13) Adjutant Officer* and *Santa Cruz Valley Chapter – 193 commander and Newsletter Editor*.

3. Operational Support Progress:

Command & Control (C²): While R-2 field operations use a centralized planning coupled with centralized execution leadership oversight "hands-on approach" model, R-13 uses a centralized planning coupled with de-centralized execution leadership oversight "delegated approach" model. Both leadership approach styles are effective in maintaining viable and functional field chapter operations in their respective geographical areas of responsibility – factoring in natural topographical considerations, manpower constraints, and financial resource limitations. Both regional operations have been able to identify and establish their C² operational parameters to be able to meet their collective regional chapter capability and resource parameter needs.

Strategic Goal (SG) Support Performance: Both R-2 and R-13 excel in different Order community service outreach areas of the SG outreach spectrum. R-2 strongest areas include SG-5: Expand & Improve Chapter Outreach Programs, and SG-6: Recognize Chapter & Companion Excellence. R-13 strongest areas include SG-2: Provide Companion Leadership Training, SG-5: Expand & Improve Chapter Outreach Programs, and SG-6: Recognize Chapter & Companion Excellence. Both regions have very robust fellow veteran service organization (VSO) and youth leadership and development outreach efforts which provides occasional shared recruitment opportunities and the further development of collaborative partnerships throughout the OY. R-2 primary outreach efforts focus on shared meetings and events with local MOAA and AUSA partners within the local Louisville, KY Fort Knox military installation community. R-13 primary outreach efforts focus on their relationships with youth leadership and development JROTC programs mostly in the central greater Phoenix, AZ area.

SG Support Challenges: general companion aging and mounting personal health issues; coupled with sluggish leadership succession planning hamper both R-2 and R-13 operations (across the board) which does impact the ability to fully support all 6 stated SGs. An added R-2 regional challenge is the inconsistency with fully “capitalizing on” and “benefiting from” incorporating available online third-party technologies into established traditional operations. R-13 incorporates available online technology into all its planned communication activities and needs (choosing to opt for “combined traditional and hybrid” activity packages offerings wherever planning factors and logistics considerations allow). Both R-2 and R-13 can make further improvements in the following SG areas; SG-1: Recruit, Convene & Involve Companions, SG-2: Provide Companion Leadership Training, SG-3: Mentor & Develop Companions, and SG-4: Conduct Chapter Advertising & Publicity. These areas of SG improvement can help alleviate encountered shortfalls in meeting OY recruitment goals, and in achieving effective and timely succession planning needs.

4. Conclusions.

The highlight of my tenure as VCINC was my complete immersion in so many aspects of both corporate and field operational activities which defines the Order, as the organization undergoes its transition period from our first centennial of service operations into its second century in its organizational history. While the Order was mostly defined in its first century of service by its traditional military service affiliations and acumen throughout the early 20th century leading into the new millennium, it comes as no surprise that moving forward will require redoubling our efforts to adapt to an ever-changing national cultural landscape.

5. Recommendations.

The following recommendations were borne out of the many personal “lessons learned” during my tenure as VCINC this OY. Coming to terms with just how monumental a task lies before us to truly prepare our Order for the challenges to come is my number one takeaway. In August of last year, the Order leadership embarked on an ambitious journey of mission and purpose exploration and a comprehensive research effort into the challenges that lie before us as we continue to usher in the new millennium. The years that will follow will determine whether we were brave enough to learn from our findings this OY. It is in that spirit that I offer the following observations for recommended consideration.

Recommendation-1: “Provide chapters the opportunity to find their own **mission engagement niche.**”

Determining what constitutes “chapter viability” lies in the eyes of the beholder. Most chapters with any competent leadership will eventually always find their ideal “mission niche” – defined by its organizational manpower, talent, and financial constraints. We do a great disservice to fellow companions when we try to impose arbitrary general “broad-brush” solutions and policy decisions without fully comprehending the operational challenges and factors involved. The Chapter Activity Report should be seen as a useful tool to raise overall organization operational situational awareness and should not be perceived as corporate harassment nor having an “inspector general” derogatory connotation with the general fellow companion community. In summary, it is okay to have “0” in some activity performance columns – as not all chapters can “do it all” and should not be criticized nor feel criticized for not indulging in every activity aspect of the Order’s OY activities. We are all better served if we try to highlight fellow companion usefulness as either “Doers” and/or “Donors.” In a perfect world all fellow companions would become “doers” – engaged in every aspect of their chapter outreach efforts. However, many are hampered with challenges that prevent such a commitment as “doers” which then requires exploring the “donor” portion of the equation. Fellow companions bring many talents to the Order. Unable to physically

participate in activities, they can certainly contribute with monetary donations, donating their time as volunteers within their personal physical capacity, and even donating their personal expertise and skillsets to Order projects. In essence, I believe that every fellow companion has much to offer the Order and we should welcome any contributions offered, regardless of how small they may seem.

Recommendation-2: “Order growth cannot depend upon **chapter development** alone.”

While chapter development has been the “mainstay” of our organizational growth during the first century of corporate existence; more innovative and nimble expeditionary options need to be explored and added to the organizational “growth equation.” Today’s field operations require serving communities where traditional chapter operations are no-longer available or may have never existed previously. There is much to be said for motivated mission supportive partnered individuals who can serve as effective Order representatives of our corporate brand at programmed ceremonies and recognition events throughout the country. Such opportunities present themselves every OY at every ROTC, JROTC and Scouting recognition event throughout the country – where MOWW engagement mission inspired “qualified” individuals can be recruited to represent the Order if only sponsored by regions, departments and chapters.

Recommendation-3: “Place a premium on the fellow companion **MOWW personal experience.**”

No fellow companion should ever feel burdened, simply because they are affiliated with the Order. There will always exist a fine line between enforcement of policy and inspiring fellow companions when it comes to achievement of the desired corporate end-state. We must strike the proper balance between “getting the most bang for the bucks” from the many blessed fellow companions we are very fortunate to have among us as fellow companions and keeping our “eye on the prize” in securing our organizational longevity for the foreseeable future. We must also maintain vigilance when it comes to festering disenfranchised fellow companions who may consider themselves “non-stakeholders” in the Order’s success and secured longevity.

FOR THE GOOD OF THE ORDER

Lt Col Marlon Ruiz, USAF (Ret)
Vice Commander in Chief, MOWW

VCINC LT COL DAVE WORLEY | ANNUAL REPORT

1. General

It has been my distinct honor and pleasure to have been elected and to serve as a Vice Commander in Chief. To say that this past year has been exciting and rewarding is indeed an understatement: I have had the pleasure of working with a cohesive team of fellow VCINCs, our insightful SVCINC, and two extraordinary Region Commanders who all share the vision of fulfilling our CINC's vision of modernizing our Order, thus producing synergistic results that not only have our Chapters achieving increased post-pandemic community outreach, but Chapters that meet or exceed expectations in their implementation of our Order's *Strategic Goals*. None of this could have been possible without the insightful leadership provided by our CINC: this indeed has been an amazing year.

Last Fall, I crafted a "white paper" delineating the primary concepts (strawman) of a five-year *National Revitalization Plan* that lays the groundwork for moving the Order forward through the next 100 years. The plan did not alter the current MOWW structure and/or methods of the conducting our congressionally chartered business of the Order, but instead placed an enhanced framework of operations that modernizes the organization which in-turns promotes increased viability and MOWW brand recognition within our communities. As CINC Okin has clearly pointed out on numerous occasions, there has been a steady and significant decline in the Order's membership and just as importantly, the percentage of members involved in Chapter operations. In short, if this decline continues the Order's existence will be compromised as soon as within the next ten years; additionally, the National MOWW mission continues to be adversely affected, seriously undermining the Order's distinction as a viable 501(c)19 Veterans Service Organization. I firmly believe that if mechanisms are not expeditiously put into place that reverses this overall trend, the aforementioned negative results are inevitable. In my plan, I proposed three sets of key actions: a review of our current *National Strategic Plan*; the development of a *National Action Plan* that emanated from a strategic perspective, serving as a sister plan to each of our Chapter's Action Plans (tactical); and most importantly, a revitalization approach that encompasses and includes input and "buy in" from all of our Order's Companions.

My proposal complemented the inputs from my fellow VCINCs, and much of what I proposed was already on the CINC's and Chief of Staff's "radar screen", and concurrently echoed by my colleagues: thus, the revitalization narrative become an integral part of what the Top-8 Leadership set-out to accomplish. Beginning in February, PCINC Lopez reinstated the *Strategic Planning Committee* for which I was a participating member, and the committee immediately set-out with a comprehensive *National Strategic Plan* review. I also had the pleasure of serving on the *Strategic Growth Committee's* subcommittee tasked with reviewing our Order's contracted branding initiative through *Departure* (based in San Diego). In short, and from my perspective, we are indeed moving in the right direction. Yes, I believe our Chapters are currently meeting or exceeding post-pandemic expectations; having said that, there are troubling trends throughout Regions VIII and XIV that are destined to have an adverse impact on the Order's overall mission if corrective actions at a National level are not implemented.

2. Oversight Summary For Regions VIII and XIV

Dynamic Leaders "make things happen", and the Region VIII and XIV Commanders have done just that. To say how impressed I am with their leadership and forward thinking is an understatement. Region VIII was headed by Commanders CAPT Deborah A. Dombeck, USCG (Ret) through May 21st and now LTC Donald E. Willhouse, USA (Ret) who was elected at the Region VIII Spring Conference for a one-

year term. CDR Ted Parsons serves as Region XIV Commander and was re-elected for an additional two-year term at the Region XIV Spring Conference.

Each Region Commander has provided an extensive detailed summary in their respective reports which will not be repeated here. Points of emphasis, however, include the following:

Region VIII. This twelve-chapter Region is highly successful in the execution of a community outreach mission with 8 out of 12 Chapters increasing Companion membership. Four Chapters led the way within the Region: the *Hill Country Chapter* recruited ten Companions thus achieving 100% of the Chapter's goal; the *North Texas Chapter* recruited four Companions also meeting 100% of their goal; the *CAPT Dilworth Chapter* recruited three companions or 300% of their goal; and the *Houston Chapter* recruited three Companions or 150% of their goal. Of the four Chapters in the Region that have been unable to recruit new Companions during the operating year, the *Austin Chapter* requires close watching and has been the focus of the Region Team as they have worked aggressively to turn all four Chapters around. The *Austin Chapter* is literally on life-support without a Commander: more details about the *Austin Chapter* are outlined in the Region Commander's report. The three remaining Region Chapters that have yet to recruit new Companions this year continue to execute a community outreach mission.

Community outreach throughout the Region has been extensive and unquestionably furthering the MOWW mission. Many of the outreach missions are model programs that other Chapters throughout the Order should attempt to emulate. This Region's successful community outreach mission, along with recruiting, has been the priority emphasis by the Region Commander.

Four successful and very-well attended *Youth Leadership Conferences* took place throughout the Region, slowly moving back on track in the post-pandemic era. Unfortunately, one YLC was postponed again this year due to pandemic-related restrictions (by the college where the YLC was to be held), but that particular YLC will be fully up-and-running next Operating Year. Six YLCs are projected to be held throughout the Region during the upcoming 2022-2023 Operating Year.

A flagship program created this year and anchored by the *Dallas Chapter*, is titled "*2021 National Defense Briefing Series – Critical Security Issues*". The series created in cooperation with four different Veteran Service Organizations (including MOWW) educates the public on vital interest to our country and is also a community outreach program that has attracted new Companions. Further details about the series can be found in the Region Commander's report.

Region XIV. This ten-chapter Region is successfully executing a viable community outreach mission with 7 out of 10 Chapters increasing Companion membership. The *Puget Sound Chapter* clearly led the way recruiting twelve Companions: though only achieving 67% of their goal, their recruiting number is truly remarkable in this post-pandemic era. Of the three Chapters in the Region that have been unable to recruit new Companions during the operating year, two of the Chapters have viable community outreach programs: the *Maj Gen Pendleton* is worth watching as their ability to execute a viable community outreach program has been significantly diminished, especially with a number of Companion illnesses and physical setbacks. All-in-all, the recruiting-goal percentage within the Region stands at 34% as Chapters throughout California have made slow progress returning to "operations normal" in this current post-pandemic era: it wasn't until the Spring of 2022 that California Chapters were able to achieve near-normalcy, especially in regard to youth recognition outreach programs.

Community outreach throughout the Region has furthered the MOWW mission and is expected to grow in the coming operating year thus positively impacting Companion recruitment. The *Bradley-Hanson*, *Conejo Valley*, *Puget Sound*, *San Diego*, and *Woosley* Chapters executed comprehensive outreach

missions, while a few of the remaining Chapters continue to struggle. Expanded community outreach missions, along with recruiting, has been a priority emphasis by the Region Commander.

Two successful and very-well attended *Youth Leadership Conferences (YLCs)* took place, one in Thousand Oaks and one in Puget Sound. Unfortunately, the *San Diego YLC* was postponed again this year due to pandemic-related restrictions (by the college where the YLC was to be held) and was converted to a one-day seminar in Oceanside: this YLC should be fully up-and-running next Operating Year for a total of three that will take place within the Region.

The Annual October *Massing of the Colors* event was conducted by the *San Diego Chapter* and co-sponsored by the remaining three *Department of Southern California* Chapters. Though limited in scope due to pandemic-related restrictions, the event was still impressive and well-attended: it is expected that next October's event will return to normal with maximum participation by numerous youth groups and the overall general public.

The Region's biggest success story was the complete turnaround of the *San Francisco Bay Area Chapter*. On the brink of being closed, the Chapter rebounded thanks to the Region Commander's aggressive leadership and one of the Chapter's Companions stepping up-to-the-plate by moving into the vacant Chapter Commander position. Three new Companions were recruited by the new Commander, and the Chapter's outreach mission was enhanced in spite of pandemic restrictions: an action plan for growing the Chapter has also implemented. Though not completely out of the woods, the future for the Chapter is indeed bright.

3. Assessment of Progress Toward Achieving Order's Strategic Goals

SG-1: Recruit, Convene & Involve Companions

Both Regions VIII and XIV have enthusiastic Region Commanders who have made recruiting a top priority. In general, struggling Chapters are "still struggling" and Chapters that are "leading the way" are still flourishing; in terms of this "post pandemic" operating year, the overall recruiting numbers have increased in general but the progress has been disturbing at best with only 66 percent of all Chapters having recruited anyone, bearing in mind that overall recruiting across the Order was well below projected standards.

One alarming piece of data from the mid-year *Chapter Activity Reports* is the low number of Companions attending Chapter meetings: 50% of the Chapters in both Regions VIII and XIV have less than ten Companions attending meetings. A Comparison of low-Companion turnout to Chapter meetings to a specific Chapter's low recruiting performance also shows a relationship between the two pieces of data; however, thanks to the proactive efforts of the Region Commanders, a good number of these Chapters with low Companion attendance have stepped-up their recruiting efforts. The meeting-participation statistic requires a priority focus as the trend reflects the overall health of the Order.

SG-2: Provide Companion Leadership Training

Regions VIII and XIV have taken enhanced approaches to Companion Leadership Training. In both Regions, 80% of the Chapters are identifying and mentoring future leaders. Though both Regions have taken a decentralized approach, there was also extensive training conducted at both Spring Region Conferences supplementing Chapter-level efforts: the Region VIII approach to training, especially as it relates to Chapter officers, is one that needs to be implemented by all Regions.

SG-3: Mentor & Develop Companions

Please see my SG-2 narrative above. Additionally, most Chapter Companions have very limited knowledge (at best) about awards, in many cases about the MOWW Leadership Structure, and most importantly, our *Strategic Goals* and how they fit into a Chapter's overall effort.

SG-4: Conduct Chapter Advertising & Publicity

Most Region VIII Chapters who have newsletters ensure they are posted on the National website. Across the board, use of social media is primarily utilizing "closed" *Facebook* pages for internal Chapter communications use. With the exception of a couple of Chapters within the two Regions, there is a lack of distribution to local media outlets. Chapters for the most part have not submitted *Chapter-In-Action* pieces for publication in the *Officer Review*. All-in-all, this is weak area for all Chapters throughout Regions VIII and XIV.

SG-5: Expand & Improve Chapter Outreach Programs

Chapters are now "coming out" of the black cloud of the pandemic and are more actively engaged in executing their community outreach programs. All of the Chapters in both Regions have re-engaged and beginning to flourish even with, in some cases, limited Companions resources. This Strategic Goal will be better measured during the 2022-2023 Operating Year when all Chapters are back to full-up operations.

SG-6: Recognize Chapter & Companion Excellence

This is a startling weak area, most likely due to being in the post-pandemic era. While National Awards were consistently low, in both Regions a number of Chapters have developed numerous local awards to supplement our National Awards. Overall, this area can be better assessed upon release of the upcoming *End-of-Year Chapter Activity Report*.

4. Conclusions

As oversight VCINC for Region VIII and XIV, I could not have been more proud of our Region Commanders. The Regions were headed this year by dynamic leaders that "made things happen" and hold a passion for not only moving the Order forward but providing their Chapters they need to succeed. I thank them for their leadership and guidance within their Regions as their Chapters not only move into the post-pandemic era but begin facilitating robust community outreach programs and initiatives. Both Region Commanders plan to make the establishing of cadres during the upcoming Operating Year a high priority.

I believe the future is bright for both Regions VIII and XIV. Many of the shortcomings within the Regions can be improved upon and significant progress is within reach. National initiatives, under the guidance of CINC Michael Okin, will have a positive effect as the Order moves forward in the coming years.

It has also been a pleasure to serve as VCINC with all the other members of the Top-8: without question, everyone has functioned as a cohesive team, of which it has been my honor to be a part of.

5. Recommendations

Across the board, there is a need at the National-Level to develop training modules with short videos that all Companions in all Chapters should be required to review. The *National Society Daughters of the American Revolution (NSDAR)* has a *Members Course* that covers all of the ins-and-outs of their organization and is effective in educating all NSDAR members as to how the organization functions, award and recognition, annual reports and documentation, use of the website, etc. This is a template that MOWW needs to adopt.

The National initiative to develop a *Social Media Plan* that will benefit the Chapters is crucial in today's age of digital technology. Having said that, even if a plan is developed, Chapters need to develop a robust local marketing strategy which in-tern will educate potential members and the community about who MOWW is and what we do: extensive National-level training will be an important component towards the success of this initiative.

A current shortfall is the misconception about the newly approved *MOWW Patriot* program. Most Chapters do not see the value in the program and need to be educated by Region Leadership on program advantages, especially as it relates to community outreach. I presented an overview (including advantages) at the Spring Region XIV Conference and the Region VIII Commander made the program a topic of discussion at their Spring Conference. Once again, this is an education process wherein *MOWW Patriots* can serve a vital role in enabling Chapters to execute community outreach programs that, due to a limited number of active Companions, many Chapters would not have been able to execute otherwise.

In both Regions VII and XIV, National Awards, such as the *Outstanding Service* and *Outreach Service* medals, along with the *Silver Patrick Henry Organizational Award*, should be utilized more as they have a greater impact than many of the locally developed awards.

Finally, the officers who will be elected at the upcoming 2022 National Convention in Jacksonville need to continue implementing our current CINC's robust and synergistic revitalization effort ensuring a positive outlook for the future of our Order.

FOR THE GOOD OF THE ORDER

David J. Worley

DAVID J. WORLEY, Lt Col, USAF (Ret)
Vice Commander in Chief, MOWW

CHIEF OF STAFF COL FARRELL | ANNUAL REPORT

1. General: As the new Chief of Staff for MOWW, I entered the Operating Year (OY) with three primary objectives; 1) Keep the headquarters running as efficiently as possible, 2) learn as much as I can about the Order, the mission, and the Companions, 3) make incremental changes and improvements where needed. OY 2021 was a transition year for the MOWW Headquarters. Primarily because we have a new Chief of Staff, but also because we had a new accounting firm supporting MOWW, we organized the standing committees under the new Chief of Staff's responsibility, and we included the Chief of Staff as the Chair of the National Convention and Seminar's Committee. Further, we experienced the lifting of COVID-19 restrictions and the beginnings of returning to in-person operations, meetings, and events. I also believe that we are seeing a willingness among the public to increase participation and support of nonprofit and service organizations. MOWW HQs personnel and contracted support personnel did a fantastic job adjusting to the changes. They seamlessly took on additional responsibilities and provided professional advice and counsel to the new Chief of Staff.
2. Financial Management. The MOWW Operating Year (OY) is 1 July - 30 June of the following year. The Fiscal Year (FY) is 1 Jan – 31 Dec. MOWW financial planning, budgeting and execution is accomplished based on the FY. The Order's financial position at the close of FY 2021 is represented in the enclosed audited financial statements.
 - a. Annual Audit. An independent accounting firm, Dunham, Aukamp & Rhodes, PLC, Certified Public Accountants conducted the annual audit of the Military Order of the World Wars, Inc. financial statements for the year ending 31 Dec 2021 and 2020. The Order received a "clean audit" in that 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, 2021, and 2020. The Audited Financial Statements are included as an enclosure to this report.
 - b. During the first five months of FY 2022 ended 31 May 2022 operating revenues are approximately \$57,000 ahead of budget projections; Membership Dues were \$40,000 versus \$35,000 budgeted, CINC solicitation contributions was \$76,000 versus \$53,000 budgeted.
 - c. Total expenses are approximately \$5K below budget, with most expense lines slightly below budget as well.
 - d. Net loss from operations of \$140,000 versus budgeted loss of \$202,000 for the five months ended May 31, 2022.
 - e. Net investment loss for the five months ended May 31, 2022, was \$1,433,000.
3. Membership.
 - a. MOWW Strategic Goal 1 (SG-1) requires increasing chapter end strength by a net four percent (4%) annually, after all losses have been considered. We began OY 2021 with a new member recruiting goal of 226 new Companions. After adjusting for losses, we ended the year with an adjusted goal 486 Companions. A total of 249 new recruits were added or 51% of the adjusted

- goal. In doing so, we were able to cover 96% of our losses. Twenty (20) chapters met or exceeded their recruiting goal (27% of the Order) in OY 2021. The weekly and monthly recruiting reports are posted on the MOWW Website.
- b. The Order, as a 501(c)(19) veterans organization is required to maintain a membership composition of at least 75% of members must be past or present members of the US Armed Forces. This OY we instituted an Order-wide chapter level analysis of the Veteran percentages to be updated monthly. Each chapter is responsible for maintaining the 75% Veteran membership standard. As of 31 May 2022, the Order stands at just 29 members short of a perfect 75% with 39 chapters (50%) above the standard. The remaining 38 chapters fall below the standard and will need to work on that in the coming year. We must focus our recruiting efforts on veteran officers.
 - c. In an effort to gain a better understanding of the MOWW membership experience, a Membership Satisfaction Survey was conducted online utilizing SurveyMonkey. The survey provided valuable insights not typically available to the headquarters. The results will be utilized by the MOWW Headquarters to enhance the member experience and inform decisions on upcoming initiatives. A summary of the survey results is posted on the moww.org website.
 - d. As a direct result of the survey, the Membership Director hosted two headquarters membership seminars on Zoom. The seminars were designed to provide Companions with a detailed review of MOWW membership policies, procedures, and a detailed walkthrough of the MOWW membership application. Future initiatives will include a quarterly Headquarters program to improve communications, information flow and training directly with the regions, chapters, and individual Companions.
 - e. Our Membership Director began reviewing options to modernize our processes and bring the Order into the future. HQs MOWW has entered into an agreement with HelmsBriscoe, a hospitality industry leader in hotel site selection, contract negotiation, and more. They will assist MOWW convention planners with site selection, contract negotiations, and other event details. The service is paid by the hotel properties with no cost the Order. We have also begun to review event management platforms that can assist the MOWW HQs and convention host chapter with online registration, convention website construction, and enabling hybrid operations. Our plan is to utilize this new platform for the 2023 convention in Annapolis, MD.
4. MOWW Store. The MOWW online store recorded revenues of \$87,716.34 during the OY. This is the highest MOWW store sales revenues to date. This is a strong indication that MOWW chapters and Companions were back to executing the Order's mission and supporting our outreach programs. The MOWW online store website upgrade was completed early in the operating year. The new store site came with increased security, functionality, and simplicity in using and maintaining the content. We also experienced a cost savings on implementation.
 5. CINC Solicitation. The OY 2021 CINC solicitation ended on 30 June 2022. This year the goal was raised from \$90,000 to \$100,000. The Order exceeded this goal by \$24,859.51 in cash donations for

a total of \$124,859.51. The Order's leadership is immensely proud of the generosity and leadership our Companions displayed this year.

6. BG BULTMAN (HEADQUARTERS) CHAPTER (122). The BG Bultman Chapter utilized the P&M Dividend funds to support the HQs operations, MOWW outreach program awards and provided direct support to MOWW chapters. The following outreach recognition programs were supported:
 - a. Girl Scout Gold Award Certificates 48
 - b. BSA Eagle Scout Certificates 52
 - c. JROTC Medals & Certificates 102
 - d. ROTC Medals (Gold, Silver, Bronze) 90
7. *The Officer Review*. The *Officer Review* magazine continued publishing six issues per year. This year we reinstated the Youth Leadership Conference March issue, we made format changes based on direct feedback and took steps to include more Chapter in Action submissions in each issue. Future initiatives include expanding availability via the website, reviewing the design and format, and looking for ways to encourage and include more articles written about Post 9/11 and Global War on Terrorism veterans experiences.
8. Website Upgrade. Currently the MOWW website is divided into two separate websites with separate hosting and support services by two different companies. The HQs contracted with Ironistic, the firm that hosts and supports the MOWW store to upgrade and consolidate the main website with the store website under a single support/host contract. This consolidation will remove redundant costs, increase security, modernize the look, and feel, and add new capabilities. The first phase of the upgrade is projected to be completed in late July with follow on work continuing into OY 2022.
9. Branding and Marketing. A branding firm, Departure, was hired to develop a new brand strategy for the Order. A brand strategy that is an impactful concept that evolves and differentiates the organization and can be leveraged across all marketing communication touchpoints. Departure has conducted initial market and organization research including multiple interviews with MOWW Companions. They have presented brand options and are making requested adjustments to the brand presentation. The brand strategy, and creative products will be completed early in OY 2022.
10. Strategic Goal Report Card. The MOWW Strategic Goal Report Card was reformatted to summarize the data and provide leadership with consolidated information for use in assessing progress and making decisions. Further, after receiving direct feedback from Region Commanders, the HQs implemented a new methodology for the submission of Chapter Activity Report (CAR) data. All Chapter Activity Reports will be submitted utilizing the MOWW CAR spreadsheet. The MOWW Form 27, Chapter Activity Report (CAR) is no longer utilized to submit mid-year or annual CAR data.
11. Recommendations. This past operating year has brought MOWW several areas of opportunity and boosted optimism. We have witnessed increased interest in our outreach programs, increased recruiting, increased online store sales, and robust support for the CINC solicitation. Further, we

have leadership and Companions who have demonstrated the willingness and desire to adapt and change to the current environment. We will take advantage of these opportunities to adapt by focusing on the outreach programs and leveraging our culture of service to attract new members.

FOR THE GOOD OF THE ORDER

MICHAEL FARRELL, COLONEL USMC (Ret)
Chief of Staff & Chief Operating Officer

Enclosure: MOWW Audited Financial Statements (Year Ended 31 December 2021)

THE MILITARY ORDER OF THE WORLD WARS

**AUDITED FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2021 AND 2020**

DUNHAM, AUKAMP & RHODES, PLC
Certified Public Accountants
Chantilly, Virginia

THE MILITARY ORDER OF THE WORLD WARS

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Dunham, Aukamp & Rhodes, PLC
Certified Public Accountants

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INDEPENDENT AUDITOR'S REPORT

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

Opinion

We have audited the accompanying financial statements of The Military Order of the World Wars (a nonprofit organization), which comprise the statements of financial position of as of December 31, 2021 and 2020, and the related statements of activities, functional expenses and cash flows for the years then ended and the related notes to the financial statements.

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, 2021 and 2020, 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.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of The Military Order of the World Wars and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management 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 and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in aggregate, that raise substantial doubt about The Military Order of the World Wars' ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

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In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of The Military Order of the World Wars' internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about The Military Order of the World Wars' ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Certified Public Accountants
Chantilly, Virginia

July 6, 2022

THE MILITARY ORDER OF THE WORLD WARS

STATEMENT OF FINANCIAL POSITION

December 31, 2021

	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	\$ 244,347	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 244,347
Contributions receivable	10,068	-	-	-	-	-	10,068
Inventory	110,879	-	-	-	-	-	110,879
Prepaid expenses	9,089	-	-	-	-	-	9,089
Investments - current portion	-	503,633	196,287	1,921,287	8,000	10,400	2,639,607
(Due to) / due from other funds	244,141	(316,816)	(58,177)	18,852	114,884	(2,884)	-
Total Current Assets	618,524	186,817	138,110	1,940,139	122,884	7,516	3,013,990
Property and Equipment							
Land	127,423	-	-	-	-	-	127,423
Building	396,207	-	-	-	-	-	396,207
Website	12,000	-	-	-	-	-	12,000
Furniture and equipment	83,231	-	-	-	-	-	83,231
	618,861	-	-	-	-	-	618,861
Less accumulated depreciation and amortization	(390,667)	-	-	-	-	-	(390,667)
Total Property and Equipment	228,194	-	-	-	-	-	228,194
Other Assets							
Investments - net of current portion	-	9,400,274	-	-	741,257	655,054	10,796,585
Total Assets	\$ 846,718	\$ 9,587,091	\$ 138,110	\$ 1,940,139	\$ 864,141	\$ 662,570	\$ 14,038,769
LIABILITIES AND NET ASSETS							
Current Liabilities							
Accounts payable	\$ 17,497	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,497
Accrued leave	18,670	-	-	-	-	-	18,670
Dividends payable	-	310,269	-	-	-	-	310,269
Deferred grants	58,382	-	-	-	-	-	58,382
Deferred dues - current portion	-	193,363	-	-	-	-	193,363
Total Current Liabilities	94,549	503,632	-	-	-	-	598,181
Deferred dues - net of current portion	-	735,126	-	-	-	-	735,126
Total Liabilities	94,549	1,238,758	-	-	-	-	1,333,307
Net Assets							
Without donor restrictions	752,169	8,348,333	138,110	1,940,139	-	-	11,178,751
With donor restrictions by purpose	-	-	-	-	644,141	646,070	1,290,211
With donor restrictions in perpetuity	-	-	-	-	220,000	16,500	236,500
Total Net Assets	752,169	8,348,333	138,110	1,940,139	864,141	662,570	12,705,462
Total Liabilities and Net Assets	\$ 846,718	\$ 9,587,091	\$ 138,110	\$ 1,940,139	\$ 864,141	\$ 662,570	\$ 14,038,769

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

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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
	<u>601,082</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>601,082</u>
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	-	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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THE MILITARY ORDER OF THE WORLD WARS

STATEMENT OF ACTIVITIES
For the Year Ended December 31, 2021

	Without Donor Restrictions	With Donor Restrictions - by Purpose	With Donor Restrictions - in Perpetuity	Total
Revenues and Support				
Interest and dividends	\$ 424,156	\$ 46,384	\$ -	\$ 470,540
Contributions	151,389	-	-	151,389
Merchandise sales	84,816	-	-	84,816
Membership dues	25,640	-	-	25,640
Other	1,649	-	-	1,649
Net assets released from restrictions:				
Authorized expenditures and fees	9,867	(9,867)	-	-
Total Revenues and Support	697,517	36,517	-	734,034
Expenses				
Program expenses	865,152	-	-	865,152
Management and general expenses	206,991	-	-	206,991
Fundraising expenses	11,725	-	-	11,725
Total Expenses	1,083,868	-	-	1,083,868
Change in net assets before unrealized and realized gain/(loss) on investments and Perpetual and Memorial Fund contributions	(386,351)	36,517	-	(349,834)
Unrealized loss on investments	(649,681)	(71,046)	-	(720,727)
Realized gain on sales of investments	2,319,730	253,675	-	2,573,405
Investment fees	(64,588)	-	-	(64,588)
Perpetual and Memorial Fund contributions	193,363	-	-	193,363
Change in Net Assets	1,412,473	219,146	-	1,631,619
Net Assets at Beginning of Year	9,766,278	1,071,065	236,500	11,073,843
Net Assets at End of Year	\$ 11,178,751	\$ 1,290,211	\$ 236,500	\$ 12,705,462

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	1,026,007	112,213	-	1,138,220
Expenses				
Program expenses	862,584	-	-	862,584
Management and general expenses	135,674	-	-	135,674
Fundraising expenses	20,676	-	-	20,676
Total Expenses	1,018,934	-	-	1,018,934
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 loss on investments	286,118	22,497	-	308,615
Realized gain 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	9,247,668	943,163	236,500	10,427,331
Net Assets at End of Year	\$ 9,766,278	\$1,071,065	\$ 236,500	\$11,073,843

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

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THE MILITARY ORDER OF THE WORLD WARS
STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended December 31, 2021

	Program Activities			Supporting Activities			Total Expenses
	Membership	Store	Event	Program Subtotal	Management and General	Fundraising	
Expenses							
Chapter PM dividend distribution	\$ 309,616	\$ -	\$ -	\$ 309,616	\$ -	\$ -	\$ 309,616
Salaries, payroll taxes, and benefits	106,491	58,879	84,530	249,900	23,023	2,649	275,572
Program consultants	102,794	-	-	102,794	9,104	8,417	120,315
Professional fees	-	-	-	-	117,515	-	117,515
Cost of merchandise sold	-	68,019	-	68,019	-	-	68,019
Travel	17,586	-	16,201	33,787	6,691	-	40,478
Facility cost	6,939	4,151	5,181	16,271	13,848	182	30,301
Information technology	6,157	3,684	4,598	14,439	12,288	161	26,888
Awards and support to chapters	12,715	9,950	4,100	26,765	-	-	26,765
Headquarters office expense	5,306	4,076	5,521	14,903	10,589	139	25,631
Depreciation	3,728	2,230	2,784	8,742	7,441	98	16,281
Convention expense	4,899	-	7,973	12,872	497	-	13,369
Insurance	2,621	1,568	1,957	6,146	5,230	69	11,445
Postage	383	229	286	898	765	10	1,673
Total Expenses	\$ 579,235	\$ 152,786	\$ 133,131	\$ 865,152	\$ 206,991	\$ 11,725	\$ 1,083,868

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, 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	\$ -	\$ -	\$ 303,587
Salaries, payroll taxes, and benefits	91,430	53,613	68,127	213,170	30,621	2,253	246,044
Program consultants	102,897	-	-	102,897	-	-	102,897
Professional fees	263	-	-	263	75,291	-	75,554
Headquarters office expense	16,391	31,928	5,465	53,784	7,462	1,136	62,382
Cost of merchandise sold	-	52,730	-	52,730	-	-	52,730
Information technology	12,343	13,396	4,115	29,854	5,619	855	36,328
Facility cost	16,697	4,660	5,567	26,924	7,600	1,157	35,681
Travel	24,544	-	-	24,544	2,569	-	27,113
Depreciation	7,576	2,114	2,526	12,216	3,448	525	16,189
Awards and support to chapters	7,191	-	5,100	12,291	-	2,550	14,841
Convention expense	3,395	2,624	5,806	11,825	-	-	11,825
Solicitation	-	-	-	-	-	11,734	11,734
Postage	9,252	449	536	10,237	732	111	11,080
Insurance	5,123	1,430	1,709	8,262	2,332	355	10,949
Total Expenses	\$ 600,689	\$ 162,944	\$ 98,951	\$ 862,584	\$ 135,674	\$ 20,676	\$ 1,018,934

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,

	<u>2021</u>	<u>2020</u>
Cash Flows from Operating Activities		
Change in net assets	\$ 1,631,619	\$ 646,512
Adjustments to reconcile change in net assets to net cash (used) in / provided by operating activities		
Depreciation	16,281	16,189
Accrued interest	-	(143,843)
Unrealized loss/(gain) on investments	720,727	(308,615)
Realized gain on sales of investments	(2,573,405)	(30,153)
Gain on sale of equipment	-	(1,490)
Changes in operating assets and liabilities:		
Increase in accounts receivable	(5,000)	(5,068)
Decrease/(Increase) in inventory	3,239	(29,619)
Decrease in prepaid expenses	3,161	17,390
Increase/(Decrease) in accounts payable	4,695	(11,579)
(Decrease)/Increase in accrued leave	(8,629)	13,412
(Decrease)/Increase in dividends payable	(55,392)	19,195
Increase in deferred grants	14,380	24,620
Increase in deferred dues	4,905	4,445
Net cash (used) in / provided by operating activities	<u>(243,419)</u>	<u>211,396</u>
Cash Flows from Investing Activities		
Purchases of property and equipment	(36,445)	(15,750)
Purchases of investments	(13,203,698)	(998,090)
Proceeds from sale of investments	13,554,663	788,046
Proceeds from sale of equipment	-	1,490
Net cash provided by / (used) in investing activities	<u>314,520</u>	<u>(224,304)</u>
Change in cash and cash equivalents	71,101	(12,908)
Cash and cash equivalents, beginning of year	<u>173,246</u>	<u>186,154</u>
Cash and cash equivalents, end of year	<u>\$ 244,347</u>	<u>\$ 173,246</u>

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, 2021 and 2020 the Order had \$1,290,211 and \$1,071,065 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 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.

THE MILITARY ORDER OF THE WORLD WARS

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

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

- (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, 2021 and December 31, 2020.
- (k) Uncertain Tax Positions – As of December 31, 2021, 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, 2018 through 2020.
- (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.

THE MILITARY ORDER OF THE WORLD WARS

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

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

- (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, 2021 and 2020 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, 2021 and 2020.
- (o) **Reclassifications** – Certain items from the prior year have been reclassified to conform with the current year presentation.
- (p) **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.

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, 2021.

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 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, 2021:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Mutual Funds	\$13,013,533	\$ -	\$ -	\$13,013,533
Money Market	360,452	-	-	360,452
Equities	<u>62,207</u>	<u>-</u>	<u>-</u>	<u>62,207</u>
Total	<u>\$13,436,192</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$13,436,192</u>
				<u>Fair Market</u>
				<u>Value</u>
Investments: Endowment—board designated				\$12,021,480
Investments: Endowment—donor-restricted				<u>1,414,712</u>
Total				<u>\$13,436,192</u>

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>
Investments: Endowment—board designated				\$10,891,637
Investments: Endowment—donor-restricted				<u>1,192,066</u>
Total				<u>\$12,083,703</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.

THE MILITARY ORDER OF THE WORLD WARS

**NOTES TO FINANCIAL STATEMENTS
(CONTINUED)**

NOTE 3– Net Assets (continued)

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, 2021 and December 31, 2020 were \$310,269 and \$365,661, 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.

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.

As of December 31, 2021 and 2020, the nature of the Order’s net assets with donor restrictions-purpose restricted consists of the following:

	<u>2021</u>	<u>2020</u>
Admiral Dyer Memorial Trust Funds	\$ 644,141	\$ 529,723
Gist Blair Trust Fund	606,537	507,934
Captain Satterlee Award Fund	<u>39,533</u>	<u>33,408</u>
Total Net Assets with Donor Restrictions-Purpose Restricted	<u>\$1,290,211</u>	<u>\$1,071,065</u>

THE MILITARY ORDER OF THE WORLD WARS

**NOTES TO FINANCIAL STATEMENTS
(CONTINUED)**

NOTE 3– Net Assets (continued)

For the years ended December 31, 2021 and 2020, net assets were released from donor restrictions by incurring expenses, satisfying the purpose or time restrictions specified by donors as follows:

	<u>2021</u>	<u>2020</u>
Admiral Dyer Memorial Trust Funds	\$6,872	\$8,000
Gist Blair Trust Fund	2,820	-
Captain Satterlee Award Fund	<u>175</u>	<u>-</u>
Total Released From Restriction	<u>\$9,867</u>	<u>\$8,000</u>

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, 2021 and 2020, the nature of the Order’s net assets with donor restrictions-Perpetual in nature consists of the following:

	<u>2021</u>	<u>2020</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 two (2) 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

THE MILITARY ORDER OF THE WORLD WARS

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

NOTE 4 – Endowment Funds (continued)

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.

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, 2021, 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 <u>Net Assets</u>
Endowment net assets, beginning of the year	\$ 9,521,729	\$1,307,565	\$10,829,294
Contributions	193,363	-	193,363
Investment income	2,743,886	300,059	3,043,945
Net appreciation/(depreciation)	(649,681)	(71,046)	(720,727)
Amounts appropriated for expenditures	<u>(1,382,715)</u>	<u>(9,867)</u>	<u>(1,392,582)</u>
Endowment net assets, end of year	<u>\$10,426,582</u>	<u>\$1,526,711</u>	<u>\$11,953,293</u>

THE MILITARY ORDER OF THE WORLD WARS

**NOTES TO FINANCIAL STATEMENTS
(CONTINUED)**

NOTE 4 – Endowment Funds (continued)

As of December 31, 2020, 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 <u>Net Assets</u>
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	<u>(303,587)</u>	<u>(8,000)</u>	<u>(311,584)</u>
Endowment net assets, end of year	<u>\$9,521,729</u>	<u>\$1,307,565</u>	<u>\$10,829,294</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, 2021, will be recognized as follows:

For the years ending December 31,

2022	\$193,363
2023	193,363
2024	193,363
2025	193,363
2026	108,130
Thereafter	<u>46,907</u>
Total	<u>\$928,489</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 has \$2,332,664 of financial assets available within one year of the statement of financial position date to meet cash needs for general expenditures. None of these financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the Statement of Financial Position date. The contributions receivable is expected to be collected within one year. The Order monitors its liquidity so that it is able to meet its operating needs and other contractual commitments while maximizing the investment of its excess operating cash. The Order has a goal to maintain financial assets on hand for 90 days of normal operating expenses in case of revenue shortfalls. This amount is on average \$270,967. The Order has the following financial assets that could readily be made available within one year of the statement of financial position date to fund expenses without limitations:

Cash and cash equivalents	\$ 244,347
Contributions receivable	10,068
Investments in the operational fund – less due to other funds	138,110
Investments in the endowment fund – plus due from other funds	<u>1,940,139</u>
	<u>\$ 2,332,664</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 July 6, 2022, the date which the financial statements were available to be issued.

TREASURER GENERAL | ANNUAL REPORT

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, Col Michael Farrell, found elsewhere in this Almanac.

The routine financial 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 Chairman 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 2020 on 31 December 2021 with no chapters which were unable to file. This is the second year in a row the Order has achieved this and I want to once again express my utmost appreciation to leaders throughout the chain of command for their efforts which resulted in this success. Bravo Zulu, well done! It is my fervent hope that this is the beginning of a very long trend of 100% filing success.

For the current 2021 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 2021 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 Col Michael Farrell and Ms. Natalie R. Anzzolin, CPA for the outstanding job they have done on a daily basis managing the financial operations of the Order. It has been a pleasure to work with these dedicated individuals on the Finance Committee.

For the Good of the Order,



Paul B. Webb, LCDR, SC, USN (Ret)
Treasurer General and CFO, MOWW Inc.

Enclosure: MOWW 2021 Region/Chapter IRS Filing & Certification Status

MOWW 2021 Region/Chapter IRS Filing & Certification Status

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

MOWW FILING SUB-ELEMENT FINAL AS OF: 1 December 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	07-Jul-21	BRAVO ZULU--ALL CHAPTERS FULLY COMPLIANT WITH IRS & BYLAWS
Granite State NH	02-0362072	1 Jul - 30 Jun	31-Aug-21	13-Aug-21	Eligible for P&M Fund Dividend paid in 2022
Cape Cod MA	04-6152889	1 Jul - 30 Jun	31-Aug-21	23-Aug-21	Eligible for P&M Fund Dividend paid in 2022
Greater Boston MA	04-6038673	1 Jul - 30 Jun	31-Aug-21	02-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Worcester MA	22-2510819	1 Jul - 30 Jun	31-Aug-21	24-Jul-21	Eligible for P&M Fund Dividend paid in 2022
WGT [BCT] Chamberlain ME	01-6019152	1 Jul - 30 Jun	31-Aug-21	22-Aug-21	Eligible for P&M Fund Dividend paid in 2022
Narragansett Bay RI	05-0367119	1 Jul - 30 Jun	31-Aug-21	02-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Green Mountain VT	09-0286280	1 Jan - 31 Dec	28-Feb-21	02-Feb-21	Eligible for P&M Fund Dividend paid in 2022
REGION II -- 5 Chapters	N/A	N/A	N/A	N/A	BRAVO ZULU--ALL CHAPTERS FULLY COMPLIANT WITH IRS & BYLAWS
Chicago IL	36-6159657	1 Aug - 31 Jul	30-Sep-21	02-Sep-21	Eligible for P&M Fund Dividend paid in 2022
Fort Knox KY	61-1327159	1 Jul - 30 Jun	31-Aug-21	16-Aug-21	Eligible for P&M Fund Dividend paid in 2022
Louisville KY	61-6042141	1 Jul - 30 Jun	31-Aug-21	30-Aug-21	Eligible for P&M Fund Dividend paid in 2022
M/G Butler KY	61-1366924	1 Jul - 30 Jun	31-Aug-21	30-Aug-21	Eligible for P&M Fund Dividend paid in 2022
Detroit MI	38-6057992	1 Jul - 30 Jun	31-Aug-21	28-Jul-21	Eligible for P&M Fund Dividend paid in 2022
REGION III -- 5 Chapters	32-0324338	1 Jul - 30 Jun	31-Aug-21	14-Jul-21	BRAVO ZULU--ALL CHAPTERS FULLY COMPLIANT WITH IRS & BYLAWS
Delaware DE	51-0174627	1 Jul - 30 Jun	31-Aug-21	01-Jul-21	Eligible for P&M Fund Dividend paid in 2022
LTC Shehab NJ	35-2332972	1 Jul - 30 Jun	31-Aug-21	01-Jul-21	Eligible for P&M Fund Dividend paid in 2022
COL Roosevelt NY	26-2822241	1 Jul - 30 Jun	31-Aug-21	14-Jul-21	Eligible for P&M Fund Dividend paid in 2022
GEN Ridgeway-Pittsburgh PA	25-6090660	1 Jul - 30 Jun	31-Aug-21	02-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Philadelphia PA	25-6930896	1 Jul - 30 Jun	31-Aug-21	07-Jul-21	Eligible for P&M Fund Dividend paid in 2022
REGION IV -- 8 Chapters	26-2187999	1 Jul - 30 Jun	31-Aug-21	29-Jul-21	BRAVO ZULU--ALL CHAPTERS FULLY COMPLIANT WITH IRS & BYLAWS
Maj Gen Wade DC	30-0500927	1 Sep - 31 Aug	31-Oct-21	01-Oct-21	Eligible for P&M Fund Dividend paid in 2022
Prince George's County MD	52-1256780	1 Jan - 31 Dec	28-Feb-21	02-Feb-21	Eligible for P&M Fund Dividend paid in 2022
General Meade MD	52-6071183	1 Jul - 30 Jun	31-Aug-21	06-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Hampton Roads VA	54-6067074	1 Jul - 30 Jun	31-Aug-21	13-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Northern Virginia VA	54-6062016	1 Jan - 31 Dec	28-Feb-21	22-Jan-21	Eligible for P&M Fund Dividend paid in 2022
Richmond VA	54-6067076	1 Oct - 30 Sep	30-Nov-21	26-Oct-21	Eligible for P&M Fund Dividend paid in 2022
Roanoke VA	54-6052494	1 Jul - 30 Jun	31-Aug-21	28-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Virginia Piedmont VA	54-1142905	1 Jul - 30 Jun	31-Aug-21	07-Jul-21	Eligible for P&M Fund Dividend paid in 2022
REGION V -- 8 Chapters	N/A	N/A	N/A	N/A	BRAVO ZULU--ALL CHAPTERS FULLY COMPLIANT WITH IRS & BYLAWS
Atlanta Area GA	84-2644183	1 Jul - 30 Jun	31-Aug-21	28-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Augusta GA	58-1426870	1 Jul - 30 Jun	31-Aug-21	01-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Brig Gen Scott GA	58-020287	1 Jul - 30 Jun	31-Aug-21	29-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Columbus GA	58-6043638	1 Jul - 30 Jun	31-Aug-21	25-Aug-21	Eligible for P&M Fund Dividend paid in 2022
Columbia SC	57-6036397	1 Jan - 31 Dec	28-Feb-21	12-Jan-21	Eligible for P&M Fund Dividend paid in 2022
GEN Westmoreland SC	57-0962279	1 Jul - 30 Jun	31-Aug-21	28-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Knoxville TN	82-0854319	1 Jul - 30 Jun	31-Aug-21	10-Aug-21	Eligible for P&M Fund Dividend paid in 2022
Memphis TN	62-6071913	1 Apr - 31 Mar	31-May-21	14-Apr-21	Eligible for P&M Fund Dividend paid in 2022
REGION VI -- 5 Chapters	65-0359586	1 Jul - 30 Jun	31-Aug-21	07-Jul-21	BRAVO ZULU--ALL CHAPTERS FULLY COMPLIANT WITH IRS & BYLAWS
Cleanwater FL	23-7368566	1 Jul - 30 Jun	31-Aug-21	28-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Fort Walton Beach FL	59-2021195	1 Jan - 31 Dec	28-Feb-21	12-Jan-21	Eligible for P&M Fund Dividend paid in 2022
Space Coast-Indian River FL	59-2097359	1 Jan - 31 Dec	28-Feb-21	15-Jan-21	Eligible for P&M Fund Dividend paid in 2022
Sun City Center FL	59-3169569	1 Jul - 30 Jun	31-Aug-21	07-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Puerto Rico PR	66-0390836	1 Jul - 30 Jun	31-Aug-21	12-Aug-21	Eligible for P&M Fund Dividend paid in 2022
Northeast Florida FL Cadre	86-2096779	TBD	TBD	TBD	
The Villages-Ocala FL Cadre	87-1526165	TBD	TBD	TBD	
REGION VII -- 6 Chapters	72-1221473	1 Jul - 30 Jun	31-Aug-21	13-Jul-21	BRAVO ZULU--ALL CHAPTERS FULLY COMPLIANT WITH IRS & BYLAWS
M/G Wheeler-Huntsville AL	63-1088071	1 Jul - 30 Jun	31-Aug-21	28-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Col James D. Eimer-Arkansas AR	24-2259094	1 Jan - 31 Dec	28-Feb-21	15-Jan-21	Eligible for P&M Fund Dividend paid in 2022
CPT Grevenberg LA	77-0854494	1 Oct - 30 Sep	30-Nov-21	26-Oct-21	Eligible for P&M Fund Dividend paid in 2022
LTI Middleton LA	72-6028104	1 Jan - 31 Dec	28-Feb-21	08-Jan-21	Eligible for P&M Fund Dividend paid in 2022
Greater Kansas City MO	45-6070037	1 Jan - 31 Dec	28-Feb-21	29-Jan-21	Eligible for P&M Fund Dividend paid in 2022
LTG Walker MS	64-6026545	1 Feb - 31 Jan	31-Mar-21	07-Feb-21	Eligible for P&M Fund Dividend paid in 2022

MOWW 2021 Region/Chapter IRS Filing & Certification Status

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

MOWW FILING SUB-ELEMENT FINAL AS OF: 1 December 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	06-Jul-21	BRavo ZULU--ALL CHAPTERS FULLY COMPLIANT WITH IRS & BYLAWS
GA Eisenhower KS	48-6134513	1 Jul - 30 Jun	31-Aug-21	02-Jul-21	Eligible for P&M Fund Dividend paid in 2022
COL Woods-Oklahoma City OK	79-6107179	1 Jul - 30 Jun	31-Aug-21	13-Aug-21	Eligible for P&M Fund Dividend paid in 2022
MG Crntz OK	79-1065061	1 Jul - 30 Jun	31-Aug-21	12-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Austin TX	74-2183266	1 Jul - 30 Jun	31-Aug-21	16-Aug-21	Eligible for P&M Fund Dividend paid in 2022
CAPT Dillworth TX	74-2997561	1 Jan - 31 Dec	28-Feb-21	11-Jan-21	Eligible for P&M Fund Dividend paid in 2022
Dallas TX	75-6037494	1 Jan - 31 Dec	28-Feb-21	06-Feb-21	Eligible for P&M Fund Dividend paid in 2022
Fort Hood TX	80-0162784	1 Jul - 30 Jun	31-Aug-21	13-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Fort Worth TX	75-1733348	1 Jul - 30 Jun	31-Aug-21	02-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Hill Country TX	74-2609868	1 Jul - 30 Jun	31-Aug-21	13-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Houston TX	74-6086257	1 Jul - 30 Jun	31-Aug-21	09-Jul-21	Eligible for P&M Fund Dividend paid in 2022
HQ Region VIII TX	27-1261358	1 Jul - 30 Jun	31-Aug-21	13-Jul-21	Eligible for P&M Fund Dividend paid in 2022
North Texas TX	51-0672108	1 Jul - 30 Jun	31-Aug-21	18-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Pinson Memorial TX	75-2698870	1 Jan - 31 Dec	28-Feb-21	23-Jan-21	Eligible for P&M Fund Dividend paid in 2022
REGION XIII -- 9 Chapters	84-1207538	1 Jul - 30 Jun	31-Aug-21	05-Jul-21	BRavo ZULU--ALL CHAPTERS FULLY COMPLIANT WITH IRS & BYLAWS
Catalina Mountains AZ	85-0654649	1 Jul - 30 Jun	31-Aug-21	29-Jul-21	Eligible for P&M Fund Dividend paid in 2022
COL Stevens-Apache Trail AZ	85-0648826	1 Jul - 30 Jun	31-Aug-21	08-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Phoenix AZ	85-6040487	1 Jul - 30 Jun	31-Aug-21	24-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Santa Cruz Valley AZ	85-0516099	1 Jul - 30 Jun	31-Aug-21	05-Jul-21	Eligible for P&M Fund Dividend paid in 2022
West Valley AZ	23-7185111	1 Jul - 30 Jun	31-Aug-21	19-Jul-21	Eligible for P&M Fund Dividend paid in 2022
MIG Miles NM	85-0477932	1 Jul - 30 Jun	31-Aug-21	23-Aug-21	Eligible for P&M Fund Dividend paid in 2022
Colorado Springs CO	84-0890358	1 Jul - 30 Jun	31-Aug-21	01-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Denver CO	61-1560732	1 Jul - 30 Jun	31-Aug-21	05-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Greater El Paso TX	84-2499689	1 Jul - 30 Jun	31-Aug-21	09-Jul-21	Eligible for P&M Fund Dividend paid in 2022
REGION XIV -- 10 Chapters	33-0526578	1 Jul - 30 Jun	31-Aug-21	28-Jul-21	BRavo ZULU--ALL CHAPTERS FULLY COMPLIANT WITH IRS & BYLAWS
BO Holland CA	33-0293400	1 Jul - 30 Jun	31-Aug-21	23-Aug-21	Eligible for P&M Fund Dividend paid in 2022
COL Woolsey CA	95-6149993	1 Jul - 30 Jun	31-Aug-21	04-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Concho Valley CA (Files IRS Fm 990-EZ)	26-1966785	1 Jan - 31 Dec	28-Feb-21	21-Jan-21	Eligible for P&M Fund Dividend paid in 2022
GA Bradley-COL Hanson CA	95-9305249	1 Jul - 30 Jun	31-Aug-21	11-Aug-21	Eligible for P&M Fund Dividend paid in 2022
LTG Wright CA	95-3329058	1 Jul - 30 Jun	31-Aug-21	19-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Ma/Gen Pendleton CA	33-0147408	1 Jul - 30 Jun	31-Aug-21	16-Jul-21	Eligible for P&M Fund Dividend paid in 2022
San Diego CA	95-6071962	1 Jul - 30 Jun	31-Aug-21	02-Jul-21	Eligible for P&M Fund Dividend paid in 2022
San Francisco Bay Area CA	94-6121618	1 Jul - 30 Jun	31-Aug-21	28-Jul-21	Eligible for P&M Fund Dividend paid in 2022
Gaylord-Dillingham Memorial HI	99-6009142	1 Jul - 30 Jun	31-Aug-21	16-Aug-21	Eligible for P&M Fund Dividend paid in 2022
Puget Sound WA	91-6071645	1 Jan - 31 Dec	28-Feb-21	01-Feb-21	Eligible for P&M Fund Dividend paid in 2022
AT-LARGE -- 2 Chapters	N/A	N/A	N/A	N/A	BRavo ZULU--FULLY COMPLIANT WITH IRS & BYLAWS
BO Bultman	90-0539621	1 Jan - 31 Dec	28-Feb-21	22-Jan-21	Eligible for P&M Fund Dividend paid in 2022
Hann-Buswell Memorial	23-6350788	1 Jan - 31 Dec	28-Feb-21	14-Jan-21	Eligible for P&M Fund Dividend paid in 2022

BOARD OF TRUSTEES MOWW, INC. | 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 portfolio is 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 future adjustments to the strategy will be made in order to meet those needs.

On 31 December 2021, the investment account balance was \$13,436,133. On 31 May 2022, it was \$11,666,269, a decrease of 13%. As has been reported in the news, the market has shown considerable volatility in 2022. The S&P 500 has dropped 19% since January. As of this date, it is approximately 4100. Merrill Lynch has advised us that they expect the market to settle later in the year, and they project the S&P 500 to reach 4600 by year-end.

At this time, it is the consensus of the Board to stay with the current portfolio strategy.

The Board currently is meeting on a quarterly basis with Merrill Lynch advisors to review the status of the portfolio. The Board last met on 24 April 2022, and plans to meet again in July 2022, prior to the National Convention.

FOR THE GOOD OF THE ORDER



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

JUDGE ADVOCATE GENERAL | ANNUAL REPORT

1. General: Taking over from Judge Advocate General Andrew Jack Rodnite, due to his wife's sudden illness and death. It has been a real honor, but also a major challenge assuming the responsibilities. Major Rodnite and I served together at Fort Dix, NJ in 1963/ 1964. We became friends, socializing with the wives.

Since accepting the position I have learned particularly what I don't know pertaining to the MOWW JAG. However, I am learning fast by reading, speaking with other officers, and attending Executive Committee meetings.

2. Oversight responsibilities: It's my obligation to assist the MOWW officers in writing or orally as to any legal questions that develop. Sometimes, my legal conclusions are required immediately as the issue has not been brought to my attention until the last moment or sometimes even after the last moment. I am still a practicing Attorney after 56 years in my profession. I would prefer to have adequate time to reach mandated and legal conclusions.
3. Assessment of progress of achieving strategic goals: As I become more acquainted with MOWW National Officers Procedures, By-laws, Articles of Incorporation, and Policy Manuals, I will be more proficient in giving advice and conclusions.
4. Recommendations: Since I've held this position for approximately 6 months it would be most beneficial if I am brought into the problem early on in order to grasp the issue to provide sensible legal advice with adequate time and research.

Since issues may involve state law it makes sense to have a list of members who are attorneys in individual states.

FOR THE GOOD OF THE ORDER

CPT HAROLD GREENBERG, JD, USA (Fmr)
Judge Advocate General, MOWW

SURGEON GENERAL | ANNUAL REPORT

The tasks of the Surgeon General of the order are to consult where needed on medical issues affecting the members. To that end COVID-19 and appropriate topics have been shared with the command as needed or requested, either via special communications or articles in *The Officer Review*. As a result, this past year's annual convention was held without any adverse incidents to my knowledge. My plan is to continue in this role for the next year, if reelected.

FOR THE GOOD OF THE ORDER

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

CHAPLAIN GENERAL | ANNUAL REPORT

Nothing to Report.

FOR THE GOOD OF THE ORDER

LCDR Debra F. Rogers, Ed.D, USN (Ret)
Chaplain General, MOWW

HISTORIAN GENERAL | ANNUAL REPORT

The Hoover Institution at Stanford University in Palo Alto, California has stored and maintained the MOWW archives since 1931. As of today, our collection is contained in 359 archival boxes. Visits to the site have been made annually to submit new items and to examine and inventory the contents of existing boxes. Access to the facility has been very limited since 2018 due to building renovations and Covid-19 restrictions. In 2022 public access has reopened but with restrictions and by appointment only. Work is ongoing to document and prepare historical items received from chapters for Hoover Archive submission. This includes examining, organizing, and digitizing the items selected for submission.

The Hoover Institution is planning to digitize all their collections, but with staff shortages and budget limitations the completion of that project is not in sight.

FOR THE GOOD OF THE ORDER

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

GENERAL STAFF OFFICER | COL TULAK ANNUAL REPORT

Continuity of Operations.

The COVID-19 pandemic that originated in Communist China disrupted conferences and conventions across Federal, State, and municipal governments, professional industry, and volunteer organizations, and demonstrated the need for volunteer organizations like ours to be prepared to ensure the continuity of operations as regards our annual convention. According to the U.S. Chamber of Commerce, nearly nine in 10 conferences were canceled, postponed or held virtually in 2020 and 2021. MOWW postponed the 2020 convention by a year, and we were lucky to have a significant drop in the rate of infections in June and July of 2021 that reduced anxiety about travel and conferences, and saw conferences make a short rebound.

Our Order responded to the pandemic in an exceptional manner, and embraced technology for virtual meetings at the EXCOM, Regional, Department, and Chapter level. Experience and confidence with on-line conference tools increased across the Order. We are now certain that we can make this transition in time of need, as the virtual component of meetings is likely to continue for a variety of other reasons, primarily that it allows for greater participation. The Detroit MOWW Chapter did an absolutely exceptional job in coordinating and hosting the 2021 Convention that provided great camaraderie, learning, and professional development for those Companions who attended. However, while the in-person interaction is consistently the most-valued experience of convention attendees, the business of the convention can be carried out in emergency situations with aid of technology, protocols and policies, and contingency planning.

The Federal Emergency Management Agency (FEMA) produced a Continuity of Operations (COOP) Handbook with a template for organizations of all types to use. According to FEMA, the basic principle for the need for an organization to undertake COOP planning is that an emergency condition may require the relocation of organizational functions during the period of emergency to ensure mission accomplishment with minimal disruption. In 2020, the emergency was caused by COVID, which affected the globe. However, organizations with nation-wide, or even global membership, can have their essential business functions threatened by a host of emergency situations that could prevent the holding of a convention, conference, or congress. Such incidents, if occurring at the site of the planned convention shortly before execution, could include (in addition to pandemics) acts of nature (and their attendant impacts on services), accidents, fires, local and state-declared emergencies, and military or terrorist attack-related incidents. As this list from FEMA shows, some of these incidents can be very localized, but if the planned venue is impacted, the effects on the convention can be catastrophic. There are several localized emergency scenarios that could prevent execution of a convention, to loss of the convention venue due to fire, floods, storm damage, or the venue cancelling the contract for any reason (e.g. due to the venue going out of business).

Recent experience, and the scenarios outlined above, demonstrate the need for the Order to have an approved process to determine that an emergency exists that precludes meeting in person, and also have established procedures for carrying out the business of the Order when not able to meet in-person for the Convention due to an emergency. We have very detailed plans, with tasks and timelines, for the annual convention. We should have the same for holding a convention in emergency conditions. As the Order responded to the pandemic, and embraced technology for virtual meetings, we can, with confidence, employ the lessons learned and techniques practiced as effective alternatives in emergency situations. Such procedures would be largely administrative in nature, but if codified in advance, would greatly aid in the smooth transition to convene via alternate means.

Importance of Convening Companions

In addition to the need for volunteer organizations to continue to convene to accomplish the organizational purpose, alternate means of convening maintain the social contacts among members, even via meetings held via on-line conference tools, and hybrid solutions connecting small groups in remote locations. As an organization made up of volunteers, who live by a motto of service, the MOWW must ensure it is able to carry out the important events, such as conventions, that connect its members and disseminates best practices across the Order. Volunteering provides real benefits to well-being. According to Mental Health organization Help Guide, volunteering provides many benefits to both mental and physical health, counteracts the effects of stress, anger, and anxiety, and the social aspects of volunteering alongside others can have a profound effect on one's overall psychological well-being. When these activities are disrupted for a significant amount of time due to declared emergencies, pandemics, and natural disasters, the wellbeing of Volunteers suffers, and the organization cannot accomplish its community service goals. Nationwide, during the COVID pandemic, organized volunteering had dropped 93. This reinforces again the need to ensure that the Order need not skip a year when an emergency situation results in an inability to convene as planned in-person.

FOR THE GOOD OF THE ORDER

COL ARTHUR N. TULAK, USA, (Ret)
General Staff Officer, Appointed

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, & LTC Dennis Christo, Former Region I Commander.

MOWW REGION I: Seven Chapters, (1 large chapter & 6 small chapters) (three in Massachusetts, one each in Maine, New Hampshire, Rhode Island, and Vermont).

1. MOWW REGION I - STATUS:

The chapters of Region I have had a long history of active participation and support to the Order. Many of the Region I Chapters, 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. With the relaxing of COVID-19 restrictions in the Spring of 2021, all seven chapters in Region I have actively resumed their physical activities, holding physical meetings, many with guest speakers, actively supporting patriotic activities, meeting youth leadership requirements, and actively involving new companions. After five years of planning, MOWW Region I was able to establish and dedicate a permanent presence at the Massachusetts National Guard Headquarters in April 2022, dedicated to past companion CDR Robert Gillen, USN (Ret.), a life-long supporter to the Order. This cabinet is a permanent reminder of the bond between the MOWW and the Massachusetts National Guard, as both organizations origins and heritage rest with each other. In 2021-2022, Region I Chapters have recruited at least a new companion enabling the region to meet the Order's 2021-2022 4% Goal of a net increase in membership. Even though three chapters have a new commander the past year, three commanders have over 5-year tenure. Each of the Region I Chapters Commanders maintains strong leadership and has developed a strong cohesive bond in working together. Regular contact and communication have been maintained through bi-monthly with two physical meetings six months apart and four virtual meetings via Zoom. As the Greater Boston Chapter is Region I's only large chapter, its companions have extended active support to the other six small chapters of the region. The Worcester (MA), & General Joshua Chamberlin (ME) chapters have an active on-going program in place and are striving to improve and meet MOWW Requirements. The Green Mountain (VT) and Granite State (NH) Chapters have recently initiated meetings and planned activities, and the Narraganset Bay (RI) and Cape Cod (MA) chapters are having difficulty is organizing meetings and currently are operating at a minimum level due to getting others to participate. With a consistent effort, I expect an improvement next year. New digital requirement will require the MOWW Region I Website to be upgraded.

2. MOWW REGION I - SUMMARY:

All the Chapters and companions in Region I are able to get about, meet, and conduct physical activities, and are connected with regular communication. The virtual meeting and communications via Zoom of a year ago, are now an integral part of chapter activities. The Boston Chapter has been able to make their chapter meetings virtually for those companions unable to attend. in spite of limited internet availability in northern New England in Vermont, New Hampshire, and Maine, most small chapters are utilizing virtual communication for regular communication and staff meetings, whenever possible.

Consistent with the six MOWW Strategic Goals, it is extremely difficult for small chapters to meet the standards set for a viable chapter in the Order, maintain chapter member sustainment, leadership succession, program and activities, outreach, and recognition.

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 [10-49]

(**EE**) = Exceeds Expectations; (**ME**) = Meets Expectations; (**BE**) = Below Expectations; (**CC**) = Close Chapter

Chapter I Summary:

- A. Greater Boston, (MA) - LC (**EE**): The Greater Boston Chapter, previous recipient of the GSA Pershing Award and commander, COL Raoul H. Alcala, has continued an active program of meetings with guest speakers, staff meetings, and strong youth leadership outreach. The chapter leadership and staff has maintained a high level of participation and activity in its programs. Each of the ten scheduled physical chapter meetings with guest speakers were also available virtually. Having a virtual component in each meeting has enabled members of the local ROTC community to maintain regular participation and attendance. Chapter companions, unable to attend previously, are now able to participate. The Greater Boston Chapter published a detailed and comprehensive monthly newsletter and often publishes other Region I chapter information. Boston has an excellent press release program. The Greater Boston Chapter continues to offer and extend support to other chapters in the region.
- B. Worcester, (MA) – SC (**ME**): The Worcester chapter continues to maintain an active program for its companions and meets its objectives. Commander, LTC David Anderson, a fine example of a small chapter commander, continues to demonstrate strong leadership and continually extends himself to help others. This is a prime example of a small chapter making use of its resources and continually improving with a limited staff with regularly scheduled staff and chapter meetings. Outreach youth leadership programs have been maintained and have expanded to the JROTC Programs in Western Massachusetts and Connecticut, where is no current MOWW chapter. Member communication is present through e-mails and regular communication. To sustain a strong plan and program execution, the current Worcester Chapter Commander needs is to develop a leadership succession plan, as he has held his position for 8 years.
- C. Cape Cod, (MA) – SC (**BE**): The Cape Cod Chapter, founded in 1947, has been underperforming and had little chapter activity the past few years, since the passing of CDR Robert Gillen, its primary supporter and sponsor. Current Chapter Commander, CAPT John F. Carey, recently retired from the US Navy Reserve and is a practicing attorney. He is capable of demonstrating strong leadership, but has failed to follow through. He indicated is committed to lead the Cape Cod Chapter to MOWW standards, but few meetings have been held and youth leadership recognition has been minimal. Three new active members, recently recruited, should improve activities and standards. Currently the Cape Cod Chapter is a chapter “At Risk!” but the new members, recently recruited, have the potential to improve activities significantly.
- D. MG Joshua Chamberlain Chapter, (ME) - MC (**ME**): The Maine Chapter continues with an active program of meeting and activities, in spite of COVID-19 restrictions the past two years. It kept up an active program and its efforts were recognized at the last MOWW Convention, with three MOWW Small Chapter Awards in ROTC Support, Veteran’s Affairs, and Scouting Programs. In spite of Maine’s limited and sparse electronic communications, Chapter Commander, CPT Alan Johnson, USA (Ret.), has maintained regular contact with Companions throughout the state. He has demonstrated strong leadership and dedication to the MOWW Program. The chapter’s outreach efforts, especially in support of its scouting programs, have increased. In consideration of the Chapter commander is in his sixth year of tenure, succession and sustainment are the near-term concerns bearing upon the future of the chapter. New companions recruiting is below what is needed for the future sustainment. The chapter can continue at the current level for the near term, but needs additional active, supporting members in the near future to remain viable.

- E. Green Mountain Chapter, (VT) – SC (ME): The Vermont Chapter’s new commander, BG (VT) Thomas O’Donovan, continues to fully support Vermont’s MOWW youth leadership, patriotic, and members’ objectives. Chapter meetings are now being held and recruiting and member participation have increased. Youth leadership recognition activities have been maintained. The former Chapter Commander, LTC Mike Jarvis, can bring his full attention to the Norwich University / Region I Youth Leadership Program. Future chapter leadership is expected to come from the Norwich YLC relationship. Chapter activities will be closely monitored as this chapter previously was a chapter “At Risk.” The region will work closely with Mike Jarvis & Norwich University to ensure the MOWW YLC Program continues.
- F. Granite State Chapter, (NH) – SC (BE): The New Hampshire Chapter’s new commander, LTC James Marques, has recruited new companions and is conducting chapter meetings and activities. The youth leadership recognition activities have been maintained. As this chapter has been an “at-risk” chapter, with limited activities or meetings. Close support and follow-up will be required to monitor future activity. CPT Denise Dechant, chapter treasurer, has been instrumental in supporting current chapter activities. We are advised Officers of the NE AUSA have agreed to support future efforts. Region will closely monitor future improvements.
- G. Narragansett Bay Chapter, (RI) – SC (BE): The Narragansett Bay (Rhode Island) chapter has had a long strong past history of meeting MOWW objectives. To fill the void created by an unexpected chapter commander vacancy of two commanders in 2011, Col Leo Fox, the former chapter treasurer, has demonstrated strong leadership by stepping up to assume the role of Chapter Commander. Col Fox’s assumption of command is only a short-term solution. He is a dynamic leader with many excellent insights. His primary focus has been on getting others to participate and continuing to meet its youth leadership recognition efforts. In spite of all his efforts, there have been few chapter meetings, as its current active membership participation is minimal. Leadership like Col Fox deserves to be supported! With the efforts expended, we expect improvements. This is still a chapter “at risk” until it addresses its immediate succession and sustainment issues
- H. Norwich University MOWW Region I Youth Leadership Program
The MOWW Region I / Norwich Youth Leadership program (YLC) conducted two three -day sessions from Friday afternoon to Sunday afternoon for ~45 students the past year. 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 with 10-12 Norwich Cadets as cadre, involving physically challenging events; water survival instruction; climbing wall practice; and leadership reaction course for attending YLC 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 MOWW YLC Component consists of seminars on citizenship, leadership, free enterprise, a patriotic knowledge test, Personal Financial Management, Honor & Ethics, Cyber Security, and The Citizen Soldier. MOWW Region I has supported this highly successful and award-winning activity for almost 1,000 students the past 13 years. As the overwhelming majority of YLC participating students are recruited through Norwich’s University’s efforts. Few YLC students come from Region I Chapter recruiting. It has been exceedingly difficult for MOWW region companions to be able to reach prospective students as local schools do not provide access.

3. MOWW REGION I – PROGRESS ASSESSMENT

Even though Region I has met its membership goal, we are far from where we need to be to have viable and sustainable chapters. Although there has been significant improvement the past year, three small chapters in Region I continue to be potentially an “At Risk” Chapter. Region I bi-monthly communication, utilizing a virtual communication via Zoom, has ensured a timely close cooperation issue resolution

process. The primary issue facing Region I is leadership succession and membership sustainment, to ensure the survivability of its chapters. The MOWW Strategic Goals are emphasized and noted in every MOWW Region agenda. Although the primary focus has been on chapter activities and resulting comradery, more emphasis is needed for companion recognition.

Region I summary on MOWW Strategic Goals is noted below:

1. Strategic Goal One (SG-1): Annually grow chapter membership by four (4%) percent and annually increase Companion participation in chapter activities: MOWW Region I met the MOWW Recruiting Goal, with Boston & Maine Chapters do not to meet the 4% goal.
2. Strategic Goal Two (SG-2): Strengthen chapter outreach programs: All Region I Chapters, except Cape Cod Chapter.
3. Strategic Goal Three (SG-3): Raise MOWW's local and national visibility: Dedication of Region I's 400th Anniversary Cabinet at the MA National Guard HQ, chapter supporting veteran shelters, Wreaths across America, and the Boston Newsletter.
4. Strategic Goal Four (SG-4): Enhance leadership training and development: Actively monitored by Region I
5. Strategic Goal Five (SG-5): Promote Companion, chapter, and community. Ongoing in all chapters.
6. Strategic Goal Six (SG-6): Recognize Companion Excellence: On going in all chapter (MOWW CAR)

4. MOWW REGION I - CONCLUSIONS

Region I Chapters have made significant improvements in all areas the past year. Two "At Risk" chapters, noted last year, are conducting meetings, recruiting, and working on future sustainment. The future priority is to support the current "At Risk" chapters and provide sustainment for the Maine Chapter. Sustainment - Recruiting has improved but getting new companions to be an active supporting member is still difficult.

Leadership succession – Although we were able to recruit three new commanders the past year, three have served in their positions greater than six years.

Communication – Chapter communication and cooperation remains strong through regular region meetings and utilizing the Boston's Chapter' monthly newsletter.

5. MOWW REGION I – RECOMMENDATIONS

- A. Connecticut – Currently there is no MOWW Chapter in Connecticut. MOWW Region I with the support of the Worcester and New York Chapter has been meeting the increasing need for support in Connecticut. With the recent identification of potential new companions, Region I will be investigating the potential for resurrecting a chapter in Connecticut.
- B. Patriot Program – The recent introduction of the MOWW Patriot Program has potential to address the issue of utilizing non-eligible individuals to support chapter activities. Region I will actively look into implementing this.

- C. MOWW Membership -The MOWW Membership structure needs to be revised. Too few companions are actively recruiting. The Order is losing net membership each year. We need membership changes now, before our membership decreases further, and will be unsustainable.

FOR THE GOOD OF THE ORDER

LAWRENCE A. WILLWERTH COL (MA),
Commander, Region I

COMMANDER, REGION II ANNUAL REPORT

1. Overall Region Status:

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 two very active chapters and three moderately active chapters. Region II officers are Commander: BG Charles D. Estes, 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. 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 2022.

2. Region Summary: (Highlight key successes and challenges encountered during OY)

MG Ben Butler Chapter (240) Commander: CAPT Jeff Daus, USN (ret).

Louisville Chapter (077) Commander: CPT Ernest Wallace, USA (ret).

These Chapters have met 6 times this year, with weather cancelling 2 meetings.

The Chapters have come a long way toward recovering from the restrictions due to COVID.

They have supported several ROTC/JROTC units in the local area. Louisville Chapter will need a new commander and the search is ongoing. Membership has grown by two PMs. Expect 2022-2023 to be a better year for them.

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.

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, Judge Shumate, a hereditary companion and 3 JROTC members from Ft. Knox High School.

Ft. Knox conducted one YLCs and a MOC. Ft. Knox has supported ROTC/JROTC with 46 medals this year so far and will support both ROTC Basic and Advanced Camps at Ft. Knox from June through August (17 iterations). Ft. Knox has had 14 articles with photos printed in two local newspapers during this two-year span.

Ft. Knox has recruited six new members (PM) this year.

Chicago Chapter (082) Commander: CW2 Eliseo Lopez, 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 2021/2022. At two meetings they had guest speakers. Their By-Laws were revised and reviewed by the Chapter and went into effect in 2022.

- No YLS conference was held in 2022.
- The Chapter supported both BSA and ROTC/JROTC. They again presented 50 awards to the Great Lakes Naval Graduating Class outstanding student.
- During the 2021 Convention Chicago Chapter provided 10 members to assist the Detroit Chapter at the convention.

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

Detroit Chapter did an excellent job hosting the National Convention this year. Detroit Chapter has met 4 times this year. Awards and medals were sent to ROTC & JROTC units requesting them. Recruitment is an ongoing unmet goal.

3. Assessment of progress toward achieving Strategic Goals:

1. MG BUTLER CHAPTER – 240
Meets Expectations (viable but has watch factors). Challenges – SG-2 / SG-4/SG-6
2. FORT KNOX CHAPTER – 249
Exceeds Expectations (viable & sustainable).
3. LOUISVILLE CHAPTER – 077
Meets Expectations (viable but has watch factors). Challenges – SG-2 / SG-4 / SG6
4. CHICAGO CHAPTER – 082
Exceeds Expectations (viable & sustainable).
5. DETROIT CHAPTER – 078
Meets Expectations (viable but has watch factors). Challenges – SG-2/ SG-3 / SG-4

4. Conclusions.

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.

5. Recommendations.

Region II has continued to improve as the year went by. Recommend no action from National level. 2 Chapters have improved since December, when they were red.

FOR THE GOOD OF THE ORDER

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

COMMANDER, REGION III ANNUAL REPORT

Region III consist of the four states, Delaware, New Jersey, New York and Pennsylvania, and five chapters, Delaware, LTC Shehab, LTC Roosevelt, GEN Ridgeway and Philadelphia. Officers include Commander - COL Loren Weeks, Vice Commander - COL Robert Reese; General Staff Officer - LTC Carl Witte, Pennsylvania Department Commander - COL Joe Kirlin, DE Department Commander - HPM Kevin Noonan, New Jersey State Department Commander - LTC William Rapp, and New York Department Commander is currently vacant.

This year has been a transitional time throughout Region III as we have diligently attempted to return to our pre-2019 operational outreach levels. The disruption caused by the two-year pandemic and strict local lockdown protocols within our region with our schools, youth organizations and community partners has been challenging. Each chapter grew and continued to recruit new companions, 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.

Philadelphia. COL Joe Kirlin is the Philadelphia Chapter Commander. This year the Chapter returned to in person meetings and events. 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 Sr ROTC, seventy-two Jr ROTC and fifteen Jr ROTC in DoDEA Europe Awards were presented. Seven \$2,000 scholarships were awarded and nine Sr ROTC Commissioning Ceremonies had MOWW representation. 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. Seven Eagle Scout certificates and sixty-four GSUSA Gold Awards were awarded. The Chapter is in discussion with eleven Sr and eighteen Jr ROTC initiatives to see how support can be provided to such unique programs such as drill meets, Team Challenge, marathons, etc.

The Freedoms Foundation returned to the three-day YLC program. Four YLC programs were held and a total of one hundred and five students were served. As a testament to the cooperation within the region, all chapters had students attend a YLC program at the Freedom Foundation this OY.

Pittsburgh. BG Peter Bellisario is the Commander of the GEN Matthew B. Ridgeway 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 eighteen Companions who achieved twenty-five years of service to the MOWW. LTC Schaugency received the Outreach Service Medal on his 100th Birthday.

Three articles were submitted for publishing in the *Officer Review*. Additionally, three articles were submitted in the Chapters in Action section of the Officer Review. Five Chapter meetings were held between October 2021 to May 2022. Five newsletters and two bulletins were published. The Chapter developed a recruitment plan resulting in five new members. One Boy Scout Award and five Eagle Scout certificates were given out this Spring. A historical Power Point presentations on "The Pledge of Allegiance" and its meaning were developed and posted on the multiple websites. The Ridgeway Chapter has continued to lead the region on content development, editing, consultation, and production support

for MOWW Youth Leadership video programs that Chapters throughout the Order can use at YLC's and YLS's. The presentations can be accessed on YouTube and on the Region III and Delaware web sites.

New Jersey. BG Jeffrey Pierson has been Commander of the New Jersey Chapter since October 2018. The new OY started with official name change to NJ-LTC Alfred Shehab Chapter #246. Four Jr ROTC and six Sr ROTC programs are supported. Eleven Eagle Scout certificates have been awarded, five to female Scouts. One hundred fifteen Girl Scout Gold Awards were provided.

Delaware. LTC Joe Effinger and LTC Carl Witte completed the official name change of the Delaware Chapter from the "Delaware Bicentennial Wilmington Chapter". The official name change will remove any confusion with the chapter naming convention since it has always been referred to as the "Wilmington" 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. Chapter meetings have moved to the Delaware Military Museum. The Chapter has been able to conduct a YLS for thirty Cadets the William Taylor Division of the Sea Cadets in the DMM.

The Chapter provided support to eighteen JROTC units throughout the State of Delaware. Additionally, it has supported both the University of Delaware and Delaware State SROTC Air Force and Army awards programs. The Chapter has further established affiliations with local Sea Cadet and Civil Air Patrol units.

The Chapter with the support of the Sea Cadets conducted a Memorial Service for Fallen Servicemen and Women at Mount America in Maryland. George and Michelle Turak were awarded a SPH by VCINC Ed Gantt for the establishment of the memorial site.

The chapter expanded its Veterans Outreach Mission by collaborating with the University of Delaware's Blue Hen Veterans to assist The Brian Conley Veterans Resiliency Center, that houses and assists at-need homeless veterans. Companions Bill and Kevin Conley manage the center that has helped eighty-five veterans transition into permanent housing.

New York: LTC Paul Farinella enters his sixth year as the COL Theodore Roosevelt Chapter Commander. Under his leadership, the chapter continued to grow. They swore in four new members as well as persuaded two Bultman Chapter members to transfer back to the NY Chapter. The Roosevelt Chapter now has companions in Northern New York, Albany and the New York City Metro Area. The Roosevelt Chapter has awarded ten Jr ROTC, and twenty-six Sr ROTC medals & certificates. Also, it awarded fifty Girl Scout Gold awards, and thirty-seven Scout Eagle Awards, and one Silver Patrick Henry award. LTC Farinella created new personalized Girl, Scout and ROTC Certificates to better define the MOWW mission.

FOR THE GOOD OF THE ORDER

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

COMMANDER, REGION IV ANNUAL REPORT

1. Overall Region Status: Still trying to improve, with significant changes in earlier assessments but prospects are high, i.e., in order of Wellness and Expectations, Exceeds; Gen Meade, Gen Wade), Virginia Piedmont. Meets; Hampton Roads, Prince George, Northern Virginia. Does Not Meet; Richmond, Roanoke.
2. Region Summary: The Region recently initiated a Regional YLC, basically taking over the Hampton Roads' American Independence YLC. Three YLCs are being planned for April - May 2023. see AIYLC.org.
3. Assessment of progress toward achieving Strategic Goals: Gen Meade Chapter is doing a fantastic job of everything. They are committed to conducting one of the Regional YLCs in 2023. Gen Wade Chapter is doing very well, as is the Virginia Piedmont Chapter. Roanoke, while some action is beginning to take place which is always good news, we need to keep a close eye of concern. If a unit was ready to close, it is Roanoke. Prince George County Chapter is getting better and better and membership involvement and has expressed a desire to conduct a YLC within the auspices of the Regional YLC program Northern Virginia has a new commander, and his is getting involved, but it's a slow process. While Hampton Roads had its problems refreshing a 2022 YLC, they are gathering steam for their October ROTC Drill Competitions, Richmond has a bit more gumption than Roanoke, but time will tell.
4. Conclusions. The Roanoke and Richmond chapter need continual inspiration. The other six chapter have progressive programs and are a compliment to the MOWW ideals.
5. Recommendations. Make every effort to install Colonel Kenneth O. McCreedy USA (Ret) as the new Region IV Commander.

FOR THE GOOD OF THE ORDER

Col WILLIAM E. TOWNSLEY, USAF (Ret)
Commander, Region IV

COMMANDER, REGION V ANNUAL REPORT

Operating Year 2021-2022 was a challenging year. When the year began on 1 July 2021, we were still dealing with the effects of the public health emergency. Although the Order was able to hold the National Convention in Dearborn in August, local and state regulations forced many local events to be cancelled. Region Conferences were held virtually, as were many Chapter meetings. ROTC awards were presented by mail, Veterans Day parades were cancelled, and conditions were generally unpleasant.

However, the life of the Region continued. Chapters kept in touch with ROTC and JROTC instructors and recognized outstanding cadets. Newsletters continued to be published. Commemorations of Veterans Day and Memorial Day were accomplished, sometimes virtually.

In fact, the only Strategic Goal that suffered was SG-1. Despite limits on travel and meetings imposed by local, state, and Federal governments, five of our eight chapters recruited a total of 16 new members during the year. I have every expectation that we will bounce back in OY 2022-2023, once life returns to a more normal state.

The Region had a virtual Conference in May, attended by SVCINC BG Perez, most of the Department and Chapter Commanders of the Region. I was heartened by the enthusiasm of these leaders, and by their determination to come back strong from the challenges of the last year.

In the upcoming year, the Region has obstacles to overcome, including the establishment of succession plans for all levels of leadership and, as always, recruiting.

My term in office ends in twelve months. In that time, I intend to explore establishing chapters in the parts of the Region which currently have none, specifically North Carolina and Middle Tennessee. We will continue to Adapt, Improvise, and Overcome!

FOR THE GOOD OF THE ORDER

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

COMMANDER, REGION VI ANNUAL REPORT

1. Overall Region Status:

Healthy with a chapter leadership succession planning issue. All seven chapters presented ROTC/JROTC Awards, and five of seven chapters presented Scouting Recognition Certificates. Three chapters conducted Youth Leadership Seminars, and four chapters provided student participants.

2. Region Summary:

- Region VI Conferences were held in Fall 2021 (virtual sessions; September 2021) with six chapters participating and in Spring 2022 (hybrid meeting; 2 April 2022) with five chapters participating.
- Two cadres earned and were presented chapter charters; Northeast Florida (Jacksonville) and North Central Florida (Ocala).
- Northeast Florida (Jacksonville) Chapter agreed to be the 2022 MOWW National Convention Host Chapter in support of the Region VI Staff.
- All chapters have Commanders in place for 2022-2023; two chapters will have new Commanders and two chapters have Commanders that have been in place for more than five years.
- The Tallahassee Youth Leadership Conference (YLC) was cancelled during the OY due to late notice of facility non-availability. Also, last minute replacement planning for a Southwest Florida YLC was unable to be successfully completed.
- Five of seven chapters are extremely active with broad Outreach Program activity. The remaining two chapters continue with visible ROTC / JROTC Cadet Award Programs.
- Three National Outreach Program Committee Chairs are Region VI Companions; National Security, Scouting and Public Safety-Law & Order.

3. Assessment of progress toward achieving Strategic Goals:

- Strategic Goal 1 (SG-1). Recruit, Convene & Involve Companions.
... As of this Report, 80% of OY 2021 % SG-1 adjusted goal has been achieved by Region VI; thirty-two new members.
- Strategic Goal 2 (SG-2). Provide Companion Leadership Training.
... Leadership training was provided at the Region level during the 2021 Fall Region VI Conference and throughout the OY by five of seven chapters.
- Strategic Goal 3 (SG-3). Mentor and Develop Companions.
... Several chapters have developed information packages for new Companions and assigned officers / coordinators to discuss opportunities in their roles.
- Strategic Goal 4 (SG-4). Conduct Chapter Advertising & Publicity.
... Five of seven chapters published at least six newsletters during the OY.
... A Chapter 226 Patriot member hosts a weekly Veteran Corner Radio show, then provided as a Podcast, that has featured the CINC for each of the last four OYs.
- Strategic Goal 5 (SG-5). Expand & Improve Chapter Outreach Programs.
... The Clearwater and Sun City Center Chapters attempted to organize and plan a YLC in Southwest Florida to replace the cancelled 2022 Tallahassee YLC.
... The new Northeast Florida Chapter has introduced Scouting recognition and ROTC / JROTC award Programs that have continued or expanded those efforts previously conducted by the Space Coast Chapter and The Villages-Ocala Cadre.
... The MOWW Scouting patch presented at the MOWW 2021 National Convention was introduced throughout the Department of Florida and was extremely well received.

- Strategic Goal 6 (SG-6). Recognize Companion Excellence.
... As of this Report, Chapter Commanders will have attempted to present at least 50% of their authorized Silver Patrick Henry Awards.
... Region Adjutant, HPM Vicki McCuiston, awarded an Outstanding Service Medal for her commitment to the Region VI activities.
... Companion D. J. Reyes was awarded a Region Commander SPH medal for his regional and National Veteran advocacy activities; Veterans Treatment Court.

4. Conclusions.

- Companions are spread throughout Florida that have not had the opportunity to participate in MOWW activities / events due to current chapter locations.
- The number of Florida ROTC / JROTC programs provide a Companion prospect rich environment.
- Youth character / leadership development programs and participants may not receiving be covered by MOWW activities.
- Region Conferences need to be located to attract attendance and participation by chapters; especially those in need.

5. Recommendations.

- Cadre development should continue to be undertaken in South Florida, and possibly in the Tallahassee area of North Florida.
- The Tallahassee YLC has been through 2019 an outstanding event. In order to better serve students throughout Florida another YLC should be organized in South Florida.
- Locate Region Conference towards attracting attendance and participation by chapters; especially those in need.

FOR THE GOOD OF THE ORDER

JAMES H. HANEY, MAJ USMC (Ret)
Commander, Region VI

COMMANDER, REGION VII ANNUAL REPORT

1. OVERALL STATUS:

Region VII's overall status is cautionary. COVID 19 has adversely affected operations of all chapters by hindering leadership development and mentoring. It also limited face to face meetings, outreach programs and recruiting. Region VII has no succession plan. Staff positions are stable; however, no Companions are willing to assume the Commander or the Vice Commander positions. The Region as a whole is again moving forward but still requires a concerted effort to return to its PRE-COVID 19 level.

2. REGION SUMMARY:

Region VII is comprised of six chapters encompassing five states. These states include Alabama, Arkansas, Louisiana, Mississippi and Missouri. Living membership is now 391. This continues a downward trend the region has experienced for several years. All commanders within the region continue to place highest priority on recruiting new members and retaining current members.

The Region VII 2021-2022 Spring Conference was held in Metairie, Louisiana by the CPT Grevemberg Chapter. This is the first in-person meeting of Region VII members in two years. It was a vibrant and enthusiastic meeting with representative from 5 of the 6 chapters in attendance.

The business session opened with the Region Commander, LTC Patrick L Widner, addressing representatives from the five chapters of Region VII. Our Region VCINC LTC Charlie Conover was unable to attend. Oral presentations of each chapter's activities during the Operating Year 21-22 were delivered by each chapter's representative. Region VII held elections for its officers for 2022-2023. Elected officers are as follows:

1. Region Commander-vacant
2. Vice Commander-vacant
3. Adjutant-COL Clay Legrande
4. Treasurer-HPM Donna Widner

The Department Commander position has been abrogated for the states of Alabama, Arkansas, Mississippi, and Missouri. Louisiana is the only state in the Region with two chapters within its borders. Louisiana failed to nominate a Companion for this position. The Louisiana Department Commander-is vacant.

A memorial service was held for our seven deceased members listed below:

1. LTJG (Former) Judge Thomas Wicker-CPT Grevemberg Chapter
2. LTC Robert G Moreau USA (Ret)-CPT Grevemberg Chapter
3. Lt Col Craig C Royston USAF (Ret)-LTG Mickey Walker Chapter
4. Lt Col William F Clapton USAF (Ret)-LTG Mickey Walker Chapter
5. COL Adrien L Decker USA (Ret)-LTG Troy H Middleton Chapter
6. HPM Alvin Young Bethard-LTG Troy H Middleton Chapter

A motion was made and passed by the conference members to change the name of the General Service Officer to Vice Commander. This eliminates the confusion with the GSO position at the National level and brings the Region in line with the rest of the Region Command structures.

Other Region accomplishments (successes) include:

1. All chapters are again meeting regularly. The James D Elmer Arkansas chapter-maintained communication with staff and members through Zoom meetings during the entire pandemic.
2. The Region achieved 117% of the CINC Solicitation Fund.
3. All chapters successfully filed their IRS 990Ns and received their P & M dividends.
4. The LTG Middleton Chapter of Baton Rouge issued 99 JROTC Medals of Merit to every high school in Louisiana with a JROTC program and 40 ROTC medals to 10 Louisiana Universities with an ROTC Program. They presented the awards at 10 ceremonies.
5. The LTG Walker Chapter of Jackson, Mississippi issued 65 JROTC Medals of Merit to local high schools and 8 ROTC medal sets to 4 area college and university programs.
6. Three chapters publish regular newsletters and archive the Information and Publicity Committee.
7. All chapters were represented at Headquarters sponsored Membership Video Seminar.
8. Region Commander was able to visit 5 of the 6 chapters this year.
9. There are 3 chapters above the 75% IRS veterans membership mandate.
10. Two chapters were resurrected from near death.

3. ASSESSMENT OF PROGRESS TOWARD ACHIEVING STRATEGIC GOALS:

SG-1. Recruiting and retention is the number one shortcoming of the Region with the exception of New Orleans' CPT Grevenberg Chapter and its recent success in this area. The region is on a downward spiral; the primary reason for our dismal performance is age and health. Every chapter in the region relies on and functions around a small cadre of dedicated Companions. Without them Region VII would collapse.

1. All chapters failed to reach their goal of increasing chapter end strength by a net of 4%.
2. Four chapters are now meeting at least every other month.
3. Increasing Companion participation has been difficult because of age and health issues.
4. Succession planning is a particularly weak area for the Region and the individual chapters. Only one chapter has a working succession plan.

SG-2. Providing Companion Leadership Training has been neglected because all chapter cadre have been in place for years. Only Arkansas has had any change in leadership. Representatives of all chapters attended the MOWW Headquarters sponsored Membership Video Seminar.

SG-3. Most chapters have been unable to identify, develop and mentor new Companions or current members with an interest in serving in leadership positions.

SG-4. Conducting Chapter Advertising and Publicity. The MOWW chain of command and the Information & Publicity Committee will assist chapters in developing chapter-focused advertising (promotion) and publicity (media).

1. Currently three chapters publish newsletters and have chapter sponsored websites. One chapter has a private Facebook page for family members and Companions. This is an excellent means of highlighting activities and outreach programs and all chapters are encouraged to continue or start these types of information distribution activities.
2. The Middleton Chapter is currently talking to Lamar Advertising about posting an MOWW advertising campaign on local electronic billboards. Costs are high but not prohibitive. These

are 4-week campaigns where the MOWW ad shows up approximately once every minute. Options are size of the board, location and duration.

SG-5. Expand and Improve Chapter Outreach Programs

2. All chapters within the Region participate in ROTC/JROTC outreach programs. Region VII also supported units from Texas to Alabama not supported by any other programs due to proximity. In total Region VII and its chapters supported over 200 programs. This was accomplished through the hard work and determination of some very dedicated Companions. This a mature program for the region but there is still much room for improvement. Chapter funds usually limit the scope of what a chapter can accomplish.
3. Many of the chapter Companions participate in Outreach programs that are important to them. Some examples of these programs are Wreaths Across America, Baton Rouge Soldier Outreach, Memorial Ceremonies, The Moving Wall, Patriot Riders, Massing of the Colors and many more. The Region supports and encourages participation in these programs.

SG-6 Recognize Chapter and Companion Excellence

1. The Region presented two Silver Patrick Henry Medals:
 - a. MG Ronald S Chastain of the James D. Elmer Arkansas Chapter
 - b. BG James H Sherman III of the LTG Mickey Walker Chapter
- c. The Department of Louisiana presented one Silver Patrick Henry:
 - a. LCDR Andrew Dodenhoff of the CPT Grevemberg Chapter
- d. The LTG Troy H Middleton chapter presented two Silver Patrick Henry's:
 - a. Maj Rodney Breland of the LTG Troy H Middleton Chapter
 - b. HPM Mary G McKeough of the LTG Troy H Middleton Chapter

4. CONCLUSIONS:

Operating Year 2021-2022 has been a challenge. COVID-19 and other factors played into our lackluster performance. We have many dedicated and enthusiastic Companions doing great work. That isn't enough, we need help getting our name back in the public's eye. Age and health related issues are limiting our ability to expand any of our programs. Recruiting of new members is paramount if we are to survive as an Order. Most of our living Companions socialize in areas where they rarely meet with other officers and warrants officers outside our own Order.

5. RECOMMENDATIONS:

Region VII requires new leadership. This is a diverse area of 6 chapters spread over 5 southern states. National needs to help find a new Commander and Vice Commander since no region members are willing to fill the positions. The Treasurer and Adjutant positions are stable.

If we are to stop the downward direction of our Order, we need to consider some kind of national or regional campaign to recruit new Companions. The recent survey was a good start. The results of that Companion information might provide a new direction to pursue.

FOR THE GOOD OF THE ORDER

PATRICK L. WIDNER, LTCOL USAR (Ret)
Commander, Region VII

COMMANDER, REGION VIII ANNUAL REPORT

INTRODUCTION TO REGION VIII: Region VIII is comprised of 12 Chapters, nine in Texas, two in Oklahoma, and one in Kansas. Because of the great distances within the region (in Texas alone, it can be a 6-hour drive between chapters), I have asked my two region vice commanders, Senior Vice- **Don Willhouse**, who lives near 3 of the Chapters, (CAPT Dilworth, Fort Hood, and Austin Chapters) to mentor and work with those three chapters especially and Junior Vice, **Kelly Zachgo**, from Oklahoma to oversee, with her husband, **John Farris**, (Oklahoma Department chair) the two Oklahoma chapters, (Col Woods, and MG Critz) and the Topeka KS Chapter. The Topeka Chapter, this year changed their name to The General of the Armies, Eisenhower Chapter, to honor the 34th President of the United States. Our Texas Department Chair **Chuck Daniels**, oversees the nine Texas Chapters, (with the help of **Vice- CDR Willhouse**) especially focusing on those in the Dallas area (Dallas Chapter, Pinson Memorial Chapter, Fort Worth Chapter and North Texas Chapter) which he was able to visit several times each during this last year, and also the Hill Country Chapter, and the Houston Chapter.

This year between region staff mentioned above and myself, we were able to visit every chapter in Region VIII with the exception of the Houston Chapter. I had visited the Houston Chapter in 2020. (Suggest that in 2022-2023, that the Houston Chapter be one of the first visited by Region Staff.) Several chapters have been visited more than once by multiple members (North Texas, Hill Country, Austin, and Pinson).

Overall Status: Our overall status as a region is that we are growing and making forward progress, slowly. We are moving forward in our recruiting efforts, our retention and involvement of companions in our chapters, and serving the youth and our communities through our numerous outreach programs.

We have two chapters this year that are exceeding expectations: Hill Country Chapter (large chapter) and North Texas Chapter (small chapter at the beginning of the year, and now a medium chapter). Both of these chapters are involved and vital to their youth in their communities, and their surrounding communities. Both the Hill Country and the North Texas Chapters are sending a lot more students this year to YLCs than last year. The Hill Country Chapter is sending about 38 students this year compared to 28 last year, and the North Texas Chapter sending 35 compared to 22 last year. Houston chapter is the 1st in Region VIII to conduct their own YLS, to happen Fall of 2022. Each of these three chapters has done an exceptional job fundraising and recruiting at many different schools and home schools across their areas. Bottom line, it comes down to an engaged leader as chapter commander, energizing and inspiring the rest of the companions to step up and do things.

Six chapters in Region VIII are meeting expectations of the Order. They are the Houston Chapter, which is a medium chapter, is the 1st in Region VIII to conduct their own YLS, to happen Fall of 2022. The Dallas Chapter (large chapter) is also meeting expectations. As always Dallas leads the way in innovation. See their unique National Security Outreach program below. The next Region VIII Chapter meeting expectations is the CAPT Dilworth Chapter (small chapter). CAPT Dilworth Chapter has distinguished themselves because they are at 300% of their recruiting goal. They just installed in May 2021, a younger very engaged in the community chapter commander. I expect that by the end of next year, CAPT Dilworth chapter will be in the Exceeding Expectations Category. He has lots of innovative and creative ideas to attract new companions and engage in a variety of communities endeavors. The other chapters in the meeting expectations category are the Fort Hood Chapter (small chapter), Fort Worth Chapter (medium chapter) and the COL Woods chapter in Oklahoma City, OK (medium chapter). These six are solid viable MOWW chapters participating in a variety of outreach programs, all participating in at least one of Region VIII YLCs this summer. They are working towards their recruiting goals for the year.

Challenges:

The four chapters that are not meeting expectations, are all not recruiting. For a few, recruiting is the most pressing issue among several deficiencies. For the Pinson Memorial Chapter, their only issue is recruiting. They have not recruited anyone this year. Yet, they are doing great things in their community especially with JROTCs/ ROTC and Law Enforcement Recognition. At this past year's National Convention, I collected several awards for them in a variety of categories. They are participating in the MOWW's outreach programs and doing them well. They have an MOWW award winning Newsletter, they are just not recruiting. With a concerted focus this year on recruiting companions and publicizing their good works especially with law enforcement and the youth in Irving, TX community, the Pinson Memorial Chapter will be meeting expectations this next year.

The MG Critz Chapter in Lawton OK has not recruited any new companions in the last two years. Their challenges are not only in recruiting. Their Chapter Commander has been in place since 2015. They are not growing and have become stagnant. Jr. Vice Region Commander **Kelly Zachgo** visited them in 2021 and discussed these issues. In spite of not recruiting anyone in the past several years, they have highly attended meeting with over 20 companions attending each of their 10 meetings this past year. They are involved in their community with ROTC/JROTC awards. They have the potential to grow and do even greater things for their youth and their community, just not the desire to grow. No other companions seem to want to step into the leadership role. If in the next year, the chapter commander will mentor someone or even a few potentials, with the plan for one of assume command, and another as Vice-commander in 2023, I think that with a new commander who is focused on recruiting, the MG Critz chapter will become vital and viable again, and meet the expectations of the Order, their Region, and their Chapter.

The Eisenhower Chapter in Topeka Kansas experienced the death of their Chapter Commander in the Fall of 2021. He was a newly elected Chapter Commander in the Summer of 2021. This left a void once again. There are few active members of the chapter, (6- to 8) and with no recruiting for over two years, this chapter is in need of new blood to lead and fill the staff positions. This past fall, one of the former chapter commanders stepped up to lead, but he also works full time, and has not been able to give the Chapter his full attention. In spite of all this, the chapter has been very involved with ROTC/JROTC awards, reaching as far away as Nebraska over the past several years. In the past they have conducted a two- day YLS, and their own Massing -of-the-Colors Ceremony. They are doing the MOWW outreach activities expected of a chapter, just not getting prospective companions' attention. The Eisenhower Chapter like the Pinson Memorial Chapter needs to make recruiting their number one priority this year. And as suggested, to take their attractive-looking and very newsy interesting newsletter and circulate it to a wider veteran audience in the Topeka area. They need to let veterans, who can be prospective companions, see the good works they are doing in serving the Topeka youth and the great community. The Eisenhower Chapter also needs to publicize these great events (listed above) to the local Topeka community at large. All these things will help restore the Eisenhower Chapter to vitality and vibrancy.

The Austin Chapter is the fourth chapter that is not meeting expectations of the Order. They, like the Eisenhower Chapter have very few active companions (5-7), and have only met four times this fiscal year, so far. Their chapter commander has not been active at all and has left the chapter "rudderless." No one has stepped up to fill that void. Their JROTC coordinator does award the MOWW medal to local cadets, and their YLC coordinator is actively recruiting students to attend 2022 Region VIII YLCs, but that's about it. Of the four chapters not meeting the expectations of the Order, the Austin Chapter is in the most critical shape in Region VIII. They need to elect a new commander now. The Region Sr. Vice (**Don Willhouse**) who has been working with the Austin Chapter this entire year, is now the Region Commander

(as of May 16th). He is working with the chapter at present to make some decisions about a new chapter commander and the future of the chapter.

REGION VIII Successes:

Overall, it has been a better year of recruiting for Region VIII compared to 2021. The region is up from 33% of our goal in 2020-2021 to 54 % this year, so far as of May 2022. It's not 100%, but we are making steady progress forward in recruiting.

Successes in Region VIII- YLCs: Speaking of overall successes in the region, the biggest, is that in 2021-2022, Region VIII held four in-person YLCs with over 190 students attending. And for 2022, we are poised to hold 4; 2 in June 2022, and 2 in July 2022 with plans to host over 200 students in 2022. Last year in 2021, 190 students attended 4 Region VIII YLCs (Oklahoma Christian University, Edmond OK, Texas A & M in College Station TX, 2 in at Schreiner University in Kerrville, one directed by companions **Deborah Dombeck & Ralph Lewis** of the Hill Country Chapter, and the other directed by Companion **Paul Faidley** of the Fort Worth Chapter). Companion **Paul Faidley** normally would direct his YLC at Texas Wesleyan University, but in 2021, TWU decided not to hold summer programs at the University. So, in order to give more students, the opportunity and to train **Paul** as a new YLC Director, Schreiner University hosted two YLCs.

The Region VIII YLCs are under the oversight Region VIII Patriotic Education Committee, with **Gary Bunch**, (Director of the Texas A & M YLC) as chair. The Region VIII PEC (made up of the 4 YLCS directors, a PEC Treasurer, companion **Bob Gahbauer**, from the North Texas Chapter, and a few Chapter & affiliated groups YLC Coordinators) oversees and manages the entire YLC process, both administrative and financial functions for Region VIII's YLCs & now 1 YLS. This is the 1st full year of both financial and administrative control for the Region VIII PEC. The PEC took over financial administration from the now defunct- TX PEF, INC.

My vision for our Region YLCs is to continue grow the number of multi-days YLCs along with helping our Chapters establish their own 1 to 2 days Youth Leadership Seminars (YLS) in the coming years. With the Region VIII PEC in place, they offer a repository of experience and information to do just that. In fact, the Houston chapter will host their 1st YLS in the Fall of 2022, and look expand it to a multi-day YLC in 2023/2024, with the support and help of the Region VIII PEC.

ORDER WIDE- Recommendations: The YLCS are no doubt the flagship MOWW Outreach Program. In Region VIII, we have embraced this Outreach Program for more than 25 years thanks to the vision of **PCINC Rollie Stevens**. Now, we have taken it to the next level, where the Region oversees the YLCs our AOR, and oversees the entire YLC process.

We ask our fellow Regions to look at this regional YLC concept and see its efficacy. No one chapter has to do everything in order to hold a YLC. For a small chapter, it would be impossible to hold their own YLC, maybe even for a medium chapter as well. But with this regional concept, the chapters raise funds for their students, and then through their YLC Coordinators, recruit students to attend one of the region's YLCs. That's it! Students choose which YLC they would like to attend. The transportation to that YLC is up to the students. Region VIII stands ready with the assistance of the MOWW PEC, headed by **Dave Dunlap**, to assist any other region in transitions to their Region-wide concept.

Speaking of **PCINC Rollie Stevens**, the CINC awarded **Rollie**, a Special National Award, entitled "the Exceptional Companion Award" (the 1st of its kind) for his meritorious and sustained service to the YLC Program across the Order and especially in Region VIII for these past twenty-five years.

Chapter Innovative Successes:

The Dallas Chapter through our Texas Dept Commander, **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 established and held a quarterly lecture series with nationally recognized national security experts discussing issues in the areas of the world where the US vital national interests are at stake in the 21st Century entitled, "*2021-2022 National Defense Briefing Series - Critical Security Issues*."

These four veteran service organizations' goals not only were to educate the public on these vital interests to our country, but to also recruit members. The Dallas Chapter garnered 4 new members. The other goal was to raise funds, divided equally between the 4 organizations, for scholarships, YLC funding, Veterans Programs and other activities. The Dallas Chapter's portion from this past' years quarterly lectures is being used for to pay for their students recruited to attend one of the 4 Region VIII YLCs this summer. This Lecture Series will continue on in the next year, and hopes to gain more companions, and monies, and attention for the MOWW in the Dallas Area.

Another Chapter Success: The North Texas Chapter with its very engaging and energetic new commander, **Jacques Loraine**, moved from a small chapter at the beginning of the fiscal year last summer to becoming a medium chapter $\frac{3}{4}$ of the way through this year. This chapter is involved in many of the Order's outreach programs. They are engaged in their community, so recruiting new companions goes hand in hand with these outreach activities. It's the perfect match! The chapter fund raised and increased their YLC students they fund from 21 in 2021 to over 35 this year, and increased the number of JROTC/ROTC awards, and Scouting awards as well this year. North Texas Chapter is also doing many of the award recognitions in person with many chapter members participating. Plus, the chapter created a very slick newsletter that goes to not only companions but to other veteran organizations in the northern Dallas suburbs. This newsletter has helped let folks know who the MOWW is and attracted prospective companions to the chapter. The North Texas chapter is a chapter that is excelling in everything because of their hardworking dedicated commander, **Jacques Loraine**, (to whom the Texas Dept CDR, Chuck Daniels awarded a Silver Patrick Henry) who gets everyone involved in something the chapter is doing. They have found the key to success.

Challenge: Region VIII wide- one of the biggest challenges is retaining those companions that are regular members. We either have to convert them to perpetual members in our chapters and if they don't become perpetual members to make sure they are kept engaged and involved, so they will have renewed for the next year. Compared to 2020-2021, when we lost 113 companions, some of course to death, in 2021-2022 (so far), we have only lost 74 companions, (again some are to death), this year. The number is still big, but it's smaller than last year. The goal is to keep making that number smaller and smaller, eventually, with only the deaths that are counted as losses. During our Region VIII Conference this May, we discussed ways to not only retain our regular members, but ways to involve and keep them engaged in chapters operations and/ or outreach programs, and then ways persuade them to become perpetual members.

Progress Toward Achieving Strategic Goals:

With the idea taken from how the Chapter newsletters are graded, the region staff asked Chapter Commanders to publish in their newsletter the Strategic Goals of the Order, and then, the Chapter Action plan for the year. Then in each month's newsletter highlight one of the six strategic goals, and chapter progress towards that goal. If a chapter publishes twelve times, they can do a mid-year goal progress

and then of course show progress each month on a particular strategic goal. And then at the end of the year (say June or July issue) show results of how close to the 6 strategic goals they came.

Now, overall, how are chapters proceeding toward their goals? In looking at the MID Year CAR it's difficult to see much progress, because so many of the awards, and our YLC recruiting happens in the springtime. I mentioned already about our recruiting goals, and achievements already in this report. I also addressed a bit about the Regular Members, ways we are involving and retaining them, by keeping them involved as regular members or converting them to a perpetual membership.

At our Region VIII Conference, held this past May, we discussed the need to ask others to step up to leadership through mentoring, and acting as assistants. Asking someone to help is involving someone, and a phase towards asking them to step up to assume leadership. We also discussed awards at our Region VIII Conference in May for companions, putting own chapters in for awards, and awarding those in our communities. From the discussion with chapter commanders, it seems that many more awards are being done for companions this year. Our chapters are nominating themselves for all of the outreach awards and awarding more community members and community organizations with Patrick Henry Awards.

Conclusions:

I was relieved as the Region Commander this past May by **Don Willhouse** of the CAPT Dilworth Chapter in Georgetown TX. In addition, **Jacques Loraine** (chapter commander of the North Texas Chapter) has assumed the Region Vice- Commander role. The others on staff will remain the same. So, Region VIII is in great position to continue to grow and flourish and even better serve the youth and communities in Texas, Oklahoma, and Kansas.

Thank you to my Region VIII Officers and staff for your willingness to try new things and follow me. You gave so much of yourselves 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.

FOR THE GOOD OF THE ORDER

Deborah Dombeck, CAPT, USCG (Ret)
Commander, Region VIII Emeritus

COMMANDER, REGION XIII ANNUAL REPORT

1. Overall Region Status: Three Chapters are rated at the “Exceeds Expectation” level; the remaining five are at the “Meets Expectations” level.
2. Region Summary:
 - a. General: Oversight responsibilities include 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 (El Paso), and Wyoming. We have no Chapters in Utah nor Wyoming.
 - b. Overall, region field performance as it relates to supporting the six Strategic Goals was “very good” with all chapters operating at a substantially increased capacity while emerging from the effects of COVID-19. The EXCOM approved the closure of the Catalina Mountain Chapter on March 23, 2022.
3. Assessment of Progress Toward Achieving Strategic Goals:
 - a. SG-1: Recruit, Convene, & Involve Companions.
 1. The Region stands at 47% of its Recruiting Goal with the Santa Cruz Valley Chapter leading at 100%. By the end of the OY, I expect the Region to be at 61%.
 2. The West Valley Chapter has resumed near normal operations thanks to former Commander, CAPT (Ret) Buz Isban.
 3. The Greater El Paso Chapter (GEP) has returned to normal operations (except Recruiting) under LTC (Ret) Jesus Beltran’s leadership.
 4. All Chapters are now conducting In-person meetings.
 5. Twelve Companions throughout the Region are serving as the Region Coordinator or Chairman on fifteen National Committees.
 - b. SG-2: Provide Companion Leadership Training
 1. As a result of terrific Succession Plans by the Apache Trail, Greater El Paso, Santa Cruz Valley, and the West Valley Chapters, all have new Commanders.
 - c. SG-3: Mentor and Develop Companions.
 1. All Region-Department-Chapter Commanders are mature in their positions.
 2. Region XIII excels at this Strategic Goal. Chapter Assessments were submitted for all eight chapters during May 2022. No Chapters are “At Risk”
 3. Since October 2020, I have conducted Quarterly Regional Zoom Conferences.
 - d. SG-4: Conduct Chapter Advertising & Publicity.
 1. The Region XIII web page and Facebook page (www.Facebook.com/MOWWSCV.com) courtesy of Lt Col Marlin Ruiz, Santa Cruz Valley Chapter Commander, is the standard. All eight chapters are now contributing to this effort.

2. The Greater El Paso Chapter has mastered the art of Publicity having numerous meetings covered in various local print. The Denver Chapter also has chapter information regularly published in *The Villager*, the Greenwood Village newspaper.
3. Lastly, the Denver Chapter published articles in all *OFFICER REVIEW* issues this OY.
- e. SG-5: Expand & Improve Chapter Outreach Programs.
 1. All Chapters have re-engaged their Outreach Programs. Within the Department of Arizona, all five Chapters conducted a Massing of the Colors this OY. The Department of Rocky Mountains will conduct our lone YLC under Commander, COL Stephen Shambach.
 2. Scouting and ROTC/JROTC recognitions significantly improved over the previous OY. The Santa Cruz Valley (SCV) Chapter tripled its awards to JROTC programs in UTAH; the Denver Chapter sustained its Award output to JROTC programs in Wyoming.
 3. The Denver Chapter leads the Region in Law & Order having conducted 106 Speaking Commitments to the Denver Veterans Court.
 4. The Apache Trail Chapter has continued to execute a magnificent Law and Order Outreach Program by presenting Award of Merit plaques to very deserving Police and Fire Department Officers.
 5. The Phoenix Chapter leads the Region in supporting Veterans and Patriotic Education events.
- f. SG-6: Recognize Chapter & Companion Excellence.
 1. All commanders will submit their respective chapter for one or more Chapter Awards and will submit a companion for a National Citation.
4. Conclusions:
 - a. Regional Chapters have transitioned to In-person Membership Meetings. Four Chapters incorporate Hybrid ZOOM meetings.
 - b. Thank you to the Order for approving a budget for Region Commander travel; otherwise, visiting my far-flung Chapters would be problematic.
 - c. The Region XIII Web Page and Facebook Page is second to none.
 - d. Outreach Programs throughout the Region are very strong especially ROTC/JROTC and Boy & Girl Scout programs. Region and Dept leadership will encourage all chapters to expand their interest and support to at least one additional Outreach area.
5. Recommendations:
 - a. Region and Department leadership will continue emphasis upon Training & Mentoring.
 - b. All Companions must be engaged in the vital importance of recruiting.

FOR THE GOOD OF THE ORDER

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

COMMANDER, REGION XIV ANNUAL REPORT

1. Overall Region Status

Emerging from COVID-19

As I began my first year, I had 10 chapters compared to 14 just a couple of years ago. I had three departments instead of five a couple of years ago. I wrote and implemented a one-year Region Action Plan based on inputs from individuals and chapters. We gradually emerged from COVID-19 restrictions and finally conducting meetings and outreach through Zoom and in-person, when permitted. Virtually all chapters have demonstrated initiative and enthusiasm. I learned and provided inputs from my service on the Council of Area Commanders, Strategic Growth, and Patriotic Education committees.

Recruiting

So far, seven of 10 have recruited new companions or had transfer members. Some chapters recruiting this year had not recruited new companions in at least two years. Puget Sound again leads the way with 12 new companions to date.

Outreach

Our chapters performed many outreach events. Details are in subsequent paragraphs.

Leadership

All chapters completed their IRS requirements. Several first-year chapter and department commanders proved eager for assistance and suggestions. Four chapters are electing new commanders. Leadership succession is happening in at least four chapters and in the Region. All Region staff members are actively participating and serving in different ways.

Six Strategic Goals

Progress toward chapter and Region strategic goals occurred despite health issues with many Region and chapter leaders. Details are in subsequent paragraphs.

Communication

Communication improved with my almost monthly Region News Gram. I held many phone, text, email, and in-person conversations. I conducted training and mentoring. Our Region Chaplain also drafted and mailed many letters or cards to ill companions or family members.

Chapter Visits

My experience since June 2021 has been fulfilling, educational, and exciting. My eight in-person and Zoom visits to date revealed persevering leaders and chapters. They achieved much through teamwork and collaboration with the Region and other chapters.

Spring Convention

We held one Region Zoom conference and one in-person Convention. And our newly elected officers will now serve a two-year term after some major Region Bylaws amendments. These amendments will allow our Region Staff to be more responsive to serve our chapters and companions. Our successful Spring Convention included a captivating Keynote Speaker, presenting many awards, and holding four training sessions. We also elected our four officers, approved many Bylaws changes, passed our budget, and ate delicious homemade chocolate chip cookies!

2. Region Summary: (Highlight key successes and challenges encountered during OY)

Successes: over 100 accomplishments with our 10 chapters!

Unique ones to each chapter are listed below. Many identical ones for most chapters include the following.

- In-person and hybrid/Zoom meetings
- Recruited new companions
- ROTC/JROTC awards
- Region Commander Zoom /in-person visits; attended conference and Region Convention
- Companions recognized during the year and at Convention for outstanding service
- Leadership/chapter companions partnered/participated with MOAA/VSO's/community groups
- Several having leadership succession

Challenges for almost every chapter include the following.

- Emerging from COVID-19
- Recruiting
- Increasing participation of companions
- Ongoing health issues with leaders
- Some not having leadership succession

Puget Sound Chapter

Special Successes

- Recruited 12 new companions
- Leadership succession
- Investigating potential Anchorage Chapter
- Outreach:
 - Washington State Patriotic Day
 - Massing of the Colors
 - YLC
 - First Responders
 - National Security- presentation on current Ukraine war
 - New Chapter Web site

Capt. Gaylord-Dillingham Memorial Chapter

Special Successes

- Leadership succession; energetic new commander
- Active core team
- CINC visit
- Outreach: June YLS

San Francisco Bay Area Chapter

Special Successes

- Implemented MOWW Patriot Program
- Energetic new Commander
- Active core team
- Major participation in Thousand Oaks YLC with partner Foundation

COL Woolsey Chapter

Special Successes

- Homeland Security/National Security speakers
- Energetic Commander
- Active core team
- Outreach:
 - Secured a grant to fund YLS for 2022
 - Recognize Sea Cadets
 - Veterans
 - First Responders and Law and Order
 - Boy Scouts and Girl Scout

Conejo Valley Chapter

Special Successes

- Air National Guard Base Tour
- Thousand Oaks Youth Leadership Conference (TOYLC)
- Memorial Day Ceremony
- Red, White, and Blue Ball

GA Bradley-Hanson Chapter

Special Successes

Outreach:

- Thousand Oaks Youth Leadership Conference (TOYLC)
- Major Operation Gratitude participation
- Wreaths Across America
- First Responders
- Girl Scouts Gold Awards
- Boy Scouts
- Major Friends of the Chapter program similar to MOWW Patriot program

LTG Wright chapter

Special Successes

- Assisted Region/chapters with IRS issues/informed us of required chapter foundation documents

B Gen Holland Chapter

Special Successes

- Law and Order
- Major Veterans Day participation and speaker
- Memorial Day

MajGen Pendleton Chapter

Special Successes

Outreach

- YLS
- Major increase in ROTC/ JROTC awards

- Law and Order

San Diego Chapter:

Special Successes

- Sponsor of San Diego Massing of the Colors
- Major Wreaths Across America sponsorship and participation
- Major Honor Flight San Diego participation
- Major Pendleton YLC participation and sponsorship
- Veteran support
- Girl Scouts Gold Awards
- Flag Day participant
- Implemented MOWW Patriot program with five new Patriots
- San Diego Coast Guard City membership and support
- FORCECON-2022 lead chapter to honor veterans and community
- Active core team

3. Evaluation of progress toward achieving Strategic Goals

SG-1 (Recruiting)

- So far, seven of 10 have recruited new companions or had transfer members. Some chapters recruiting this year had not recruited new companions in at least two years.
- Puget Sound again leads the way with 12 new companions to date.
- San Francisco recruited several companions from MOAA who are assisting in active roles and officer positions.
- Gaylord-Dillingham has been actively recruiting among ROTC and JROTC units plus through their partners.
- Holland actively recruiting with several new companions. 2nd in Region.
- Woolsey recruited several new companions.
- Wright recruited several new companions.

SG-2 (Companion Training)

- Region provided Chapter Commanders Guide and massive recruiting information.
- Region arranged four training sessions at Spring Convention.
- Personal training for new department commander and new chapter commanders.
- Assistant Treasurer General assisted numerous times to Region Commander and chapters.
- VCINC assisted Region Commander and others.
- Showed “The MOWW Movie” at Spring Convention.
- Region Commander visits and phone calls plus Zoom meetings provided information and training.

SG-3 (Developing Companions)

- Stressed leadership succession throughout the year through Zoom meetings, in-person meetings, Region News Grams, and other communication with individuals and chapters
- Developed newly elected and appointed officers

SG-4 (Conduct Chapter Publicity)

- monthly Region News Gram including chapter activities and outreach
- monthly chapter newsletters and emails

SG-5 (Improve Chapter Outreach Programs)

- Much more outreach is being accomplished this operating year by virtually all 10 chapters. The outreach activities are listed under paragraph 2 above.

SG-6 (Companion Recognition)

- About 30 companions recognized at Fall Conference, in-person at visits, and at Spring Convention
- Encouraged all commanders to submit chapter self-nomination packages to National by June 1.

4. Conclusions

- Region XIV, our chapters, and individual companions served our youth, community, and nation quite well this past year.
- Recruiting, outreach, and leadership improved. Communication improved in major ways. Training and leadership succession improved. Meeting Strategic goals improved. Region Commander chapter visits increased markedly. We held a highly successful Spring Convention.
- Leadership succession, recruiting, increased companion participation, and leader health issues all require improvement or resolution. Some chapters reorganizing chapter leadership and processes.

5. Recommendations

- Continue efforts to update and implement the Region Action Plan.
- Continue efforts to establish an Alaska chapter and other cadre units in our Region.
- Assist in implementing National changes and initiatives including marketing and branding of our Order and chapters.
- Build on successes and accomplishments this past year.
- Assist chapters with leadership succession, recruiting, increased companion participation, and leader health issues.
- When improvements occur together, with teamwork, our Region can better serve others. Together, we need to demonstrate even more courage, perseverance, and resilience.

FOR THE GOOD OF THE ORDER

GEORGE T. "TED" PARSONS, LCDR, USN (Ret)
Commander, Region XIV

CONSTITUTION & BYLAWS COMMITTEE | ANNUAL REPORT

1. This report complies with the requirement for each standing, national committee to submit an annual report to the MOWW Chief of Staff, who will publish said report in the (OY 2021) MOWW Almanac. This report's attachment also complies with the requirement to publish those proposed amendments recommended by the committee in *The Officer Review™* (May-Jun issue), annually.
2. Roles, Responsibilities & Parameters.
 - a. The MOWW Constitution (Article III, Section 2) states, "The supreme authority and direction of the Order are vested in the Order in convention, subject only to the Order's Constitution and Bylaws." Article IV, Section 1, states, "The legislative body of the Order will be the National Convention." Article IV, Section 2, Paragraph A, states, "A member may only represent one chapter. Proxies will not be allowed. A duly-accredited alternate may attend and vote in the absence of a delegate."
 - b. Article V, Section 4 states, "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..." those listed in Section 4, Paragraphs A-V. Importantly, only the delegates to the MOWW Convention may vote to adopt, modify, or not adopt amendments proposed.
 - c. The Constitution & Bylaws Committee is a standing, National Committee of the General Staff and of the National Convention (MOWW Bylaws, Article 6, Section 1). It's mission and membership are specified in the MOWW Policy Manual, Chapter 6, Paragraph B.2.a. They follow:

Constitution and Bylaws Committee: This committee shall consist of three living Past Commanders-in-Chief, the Judge Advocate General, and not to exceed five other members. The committee shall consider proposed amendments to the National Constitution and Bylaws and make appropriate recommendations to the National Convention. See also MOWW Form 15, "Constitution & Bylaws Committee Guide.
 - d. The committee operates under the parameters of the policy of non-attribution, which is applicable to all committee meetings, discussions, and communications, or subjects thereof:

Meetings, or parts thereof, are held under the Non-Attribution Rule when participants need a way to openly share information, but don't want to be identified as the source of that information in any meeting records, communications of any kind, or articles written afterward. The rule is regularly invoked in meetings dealing with sensitive topics. Meeting participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.
3. Only the Commander-in-Chief may appoint the Chair, Constitution & Bylaws Committee; the Chair appoints all other committee members (see below). The MOWW Commander-in-Chief

duly appointed PCINC LTC John H. Hollywood, USA (Ret), as the committee chair IAW the MOWW Policy Manual, Chapter 6, Paragraph B.1. In turn, the chair duly appointed the remaining five statutory and appointed positions IAW the MOWW Policy Manual as cited in paragraph 1 above. In short, this standing national committee was duly constituted with the following membership:

- a. Three living Past Commanders-in-Chief Members (three are required):
 - 1) Chair LTC John H. Hollywood, USA (Ret); Chair (CINC-appointed)
 - 2) Vice Chair PCINC LTC Charles S. Chamberlin, Jr., USA (Ret); Vice Chair
 - 3) PCINC CAPT Russell C. Vowinkel, USN (Ret)
 - b. Statutory Member (MOWW JAG): CPT Harold Greenberg, JD, USA (Fmr)
 - c. Other Members (not to exceed five):
 - 1) Brig Gen Arthur B. Morrill III, USAF (Ret); Companion *Emeritus* and Past Chief of Staff
 - 2) COL Arthur N. Tulak, USA (Ret), General Staff Officer and Commander, Department of Hawai'i
4. Proposing Amendments. MOWW specifies the requirements associated with proposing proposed amendments in the MOWW Constitution (Article VIII) and the MOWW Bylaws (Chapter 8). In addition, the MOWW Policy Manual (Chapter 8, Paragraph B.4.) specifies the following:

Paragraph B.4. Amendments. Submit proposed amendments IAW the format below. Do not reference page numbers as these change with edits. For MOWW Forms, reference the existing form. For proposed forms, propose the content. Submit proposed changes to chiefofstaff@moww.org.

- a. *Current Language and Reference. Fully quote the current language at issue and provide the full reference for that language, e.g., MOWW Bylaws, Article III, Paragraph & subparagraph, etc., or MOWW Form 21, Paragraph H, etc.*
 - b. *Proposed Language. Provide the proposed language in full. If the proposal/change is to simply delete existing language, so state.*
 - c. *Rationale for proposal. Provide the succinct rationale citing the issues present and how the proposed language will remedy those issues.*
5. Amendments Received. The committee received 13 submissions by 15 March 2022 for OY2021. One was withdrawn by its submitter and the other was not compliant with the submission requirements outlined in Paragraph 4 above and so was returned to the submitter without any committee action. That left the committee with 11 proposed amendments to consider, of which nine proposed amending the MOWW Constitution and two proposed amending the MOWW Bylaws. The committee very carefully considered each proposed amendment. Of those 11 proposal amendments, the committee voted to recommend 5 proposed amendments to the MOWW Constitution be considered by the Order's Legislative Body in the 2022 MOWW Convention (ATCH).
- a. Attached to this annual committee report are the proposed amendments to be considered by the delegates to the 2022 Convention IAW the MOWW Constitution, Article VIII, and the MOWW Bylaws, Chapter 8. According to the MOWW Constitution, Article IV, Section 1, "The legislative

body of the Order will be the National Convention.” To be adopted, said proposed amendments must be adopted by a three-fourths (3/4) majority of said delegates. This same reference also specifies who may be delegates.

- b. By this report, said committee-recommended proposed amendments are provided so the MOWW Chief of Staff may publish them in the May-June 2022 issue of *The Officer Review*[™].
6. Last, we will address the two principal documents themselves, i.e., MOWW’s Constitution and Bylaws, and the MOWW Policy Manual. Let’s look at the purpose of each of these documents.
- a. Constitution. A constitution is a body of fundamental principles or established precedents according to which an organization is acknowledged to be governed. These include “a general or fundamental truth,” “a governing law of conduct,” and an “underlying or basic quality that motivates behavior or other activities,” e.g., principles of service such as volunteerism or selflessness.
 - b. Bylaws. Bylaws are the broad written rules that control the internal affairs of an organization. Bylaws generally define things like the group’s official name, purpose, requirements for membership, officers’ titles and responsibilities, how offices are to be assigned, how meetings should be conducted, and how often meetings will be held (i.e., basic rules).
 - c. Policy Manual. A policy manual is a formalized human resources document that presents a broad overview of standard operating policies, plans, and procedures for an organization outlining what to do in particular situations that has been agreed to officially by an organization. Policy can be reflected in regulations, programs, procedures, checklists, administrative actions, incentives, or the voluntary practices of an organization. Policy decisions are frequently reflected in resource allocations. This essential document provides structure and management flexibility and establishes consistency and discipline in decision making and in employee and member behavior.

In examining these three documents, the committee finds there is a great deal of overlap, redundancy, and mal-distribution of principles, rules, and policy among the MOWW Constitution, MOWW Bylaws, and the MOWW Policy Manual, e.g., there is policy throughout the Constitution and Bylaws. We propose that such things be deconflicted in OY2022, and that this committee lead that effort in coordination with others, as approved by the Legislative Body of the Order in convention in 2022, with the committee presenting its findings and recommendations to the Order’s Legislative Body in the 2023 MOWW Convention.

FOR THE GOOD OF THE ORDER

PCINC LTC JOHN H. HOLLYWOOD, USA (Ret)
Chair, MOWW Constitution & Bylaws Committee

PROPOSED CONSTITUTIONAL AMENDMENTS

PCINC LTC JOHN H. HOLLYWOOD, USA (RET)
CHAIR, CONSTITUTION & BYLAWS COMMITTEE

The Constitution & Bylaws Committee is a duly constituted standing, national committee that provides direct support to the Legislative Body of the Order in convention.

First, the committee received 13 submissions by 15 March 2022 for OY2021. One was withdrawn by its submitter and the other was not compliant with the submission requirements outlined in the MOWW Constitution, Bylaws, and Policy Manual and so it was returned to the submitter without any committee action. That left the committee with 11 duly proposed amendments to consider, of which 9 proposed amending the MOWW Constitution and 2 proposed amending the MOWW Bylaws.

The committee very carefully considered each of the 11 proposed amendments submitted IAW with said Constitution (Article VIII) and Bylaws (Article 8), and the MOWW Policy Manual (Chapter 8). Of the 11 proposal amendments, the committee voted to recommend 5 proposed amendments be considered by the Order's Legislative Body in the 2022 MOWW Convention. Those five proposed amendments follow tis narrative.

Second, the committee reviewed the two foundational documents themselves, i.e., MOWW's Constitution and the Bylaws, and the MOWW Policy Manual. Let's look at the purpose of each of these documents.

- a. Constitution. A constitution is a body of fundamental principles or established precedents according to which an organization is acknowledged to be governed. These include general or fundamental truths, governing laws of conduct, and an underlying or basic quality that motivates behavior or other activities, e.g., principles of service such as volunteerism or selflessness.
- b. Bylaws. Bylaws are the written basic rules controlling an organization's internal affairs. They define things such as the group's official name, purpose, membership requirements, officer titles and responsibilities, how offices are to be assigned, and the how meetings are to be conducted and when.
- c. Policy Manual. A policy manual is a formalized human resources document that presents a broad overview of standard operating policies, plans, and procedures for an organization outlining what to do in particular situations that has been agreed to officially by an organization. Policy can be reflected in regulations, programs, procedures, checklists, administrative actions, incentives, or the voluntary practices of an organization. Policy decisions are frequently reflected in resource allocations. This essential document provides structure and management flexibility, and establishes consistency and discipline in decision making and in employee and member behavior.

In examining these three documents, the committee finds there is a great deal of overlap, redundancy, and mal-distribution of principles, rules, and policy among the MOWW Constitution, MOWW Bylaws, and the MOWW Policy Manual, e.g., there is policy throughout the Constitution and Bylaws. We propose that such things be deconflicted in the next Operating Year, i.e., OY2022, and that this committee lead that effort in coordination with others (e.g., the Chief of Staff), as approved by the Legislative Body of the Order in convention in 2022, with the committee presenting its findings and recommendations to the Order's Legislative Body in the 2023 MOWW Convention. The Legislative Body in convention will need to vote on and approve this proposal during the 2022 MOWW Convention.

1. Proposed Constitutional Amendment Article V, Section 2, Paragraph B

CURRENT:

The Commander-in-Chief and the Senior Vice Commander-in-Chief will appoint at least five but no more than ten General Staff Officer Members-at-Large. [Section revised by National Convention approval in 2019.]

PROPOSED:

The Commander-in-Chief and the Senior Vice Commander-in-Chief may appoint no more than ten General Staff Officer Members-at-Large.

RATIONALE:

The only difference is changing “will appoint” to “may appoint.” The way it is currently written, the CINC and SVCINC must appoint at least five GSOs. Unfortunately, GSOs are often appointed and given no work to perform which is demoralizing. It is preferable to have GSOs appointed when there is a task to be performed. Written as proposed allows the CINC and SVCINC to appoint a GSO as needed.

SUBMITTER: LTC MICHAEL A. OKIN, MD, USAR (RET)

2. Proposed Constitutional Amendment Article V, Section 3, Paragraph A

CURRENT:

The Order will have a Chief of Staff, selected and recommended by a search committee consisting of the Commander-in-Chief (presiding), the Senior Vice Commander-in-Chief, the four Vice Commanders-in-Chief, and the Chair of the Council of Past Commanders-in-Chief. The search committee will nominate its selectee to the full Executive Committee of the General Staff for confirmation and subsequent election by the full General Staff for an indefinite term.

PROPOSED:

The Order will have a Chief of Staff, selected and recommended by a search committee consisting of the Commander-in-Chief (presiding), the Senior Vice Commander-in-Chief, the four Vice Commanders-in-Chief, and the Chair of the Council of Past Commanders-in-Chief. The search committee will nominate its selectee to the full Executive Committee of the General Staff (EXCOM) who will have full authority to approve the hiring of a Chief of Staff for an indefinite term.

RATIONALE:

The EXCOM operates in lieu of the General Staff when not in convention. The position of Chief of Staff is critical to the full functioning of the Order, and the absence of a Chief of Staff puts the operations of the Order in jeopardy. The position of Chief of Staff can be vacated for any number of reasons at any time throughout the Operational Year. The General Staff meets in convention only once per year. Waiting for the General Staff to meet in convention to elect a new Chief of Staff and approve the

compensation, makes it difficult to ask for a commitment from a Chief of Staff candidate when the candidate may need to begin work, potentially, months before the convening of the General Staff at convention.

Further, the election of a Chief of Staff candidate by the full General Staff has, by history, been perfunctory. If the General Staff always approves an EXCOM confirmation, why continue to have this requirement. Additionally, although the full General Staff can be convened out of convention, the logistics of congregating over 200 Companions remotely would be prohibitively difficult and time consuming.

Adopting this proposal allows for the efficient operation of the Order.

SUBMITTER: LTC MICHAEL A. OKIN, MD, USAR (RET)

3. Proposed Constitutional Amendment Article V, Section 3, Paragraph B

CURRENT:

The Chief of Staff will receive such compensation as may be determined by the General Staff.

PROPOSED:

The Chief of Staff will receive such compensation as may be determined by the Executive Committee of the General Staff (EXCOM).

RATIONALE:

The EXCOM operates in lieu of the General Staff when not in convention. The position of Chief of Staff is critical to the full functioning of the Order, and the absence of a Chief of Staff puts the operations of the Order in jeopardy. The position of Chief of Staff can be vacated for any number of reasons at any time throughout the Operational Year. The General Staff meets in convention only once per year. Waiting for the General Staff to meet in convention to elect a new Chief of Staff and approve the compensation, makes it difficult to ask for a commitment from a Chief of Staff candidate when the candidate may need to begin work, potentially, months before the convening of the General Staff at convention.

Further, the approval of the compensation of a Chief of Staff candidate by the full General Staff has, by history, been perfunctory. If the General Staff always approves an EXCOM confirmation of the compensation, why continue to have this requirement. Additionally, although the full General Staff can be convened out of convention, the logistics of congregating over 200 Companions remotely would be prohibitively difficult and time consuming.

Adopting this proposal allows for the efficient operation of the Order.

SUBMITTER: LTC MICHAEL A. OKIN, MD, USAR (RET)

4. Proposed Constitutional Amendment Article V, Section 3, Paragraph C

CURRENT:

The Chief of Staff will be an ex officio (*sic*) member of the General Staff and its Executive Committee (i.e., without vote). To secure continuity in office, the termination of appointment of the Chief of Staff must be accomplished by a majority vote of the full General Staff.

PROPOSED:

The Chief of Staff will be an ex officio member of the General Staff and its Executive Committee (i.e., without vote). The termination of appointment of the Chief of Staff must be accomplished by a majority vote of the Executive Committee of the General Staff (EXCOM).

RATIONALE:

If the proposed Constitutional Amendment, Article VI, Section 3, Paragraph B, Sub-Paragraph 1) passes, then the sentence referring to the termination of the Chief of Staff reverts to the authority of the EXCOM.

The EXCOM operates in lieu of the General Staff when not in convention. The position of Chief of Staff is critical to the full functioning of the Order. When the continued employment of a sitting Chief of Staff poses a risk to the Order, waiting to convene a meeting of the full General Staff may result in an unacceptable delay in termination procedures to the potential detriment of the Order.

Although the full General Staff can be convened out of convention, the logistics of congregating over 200 Companions remotely would be prohibitively difficult and time consuming.

Adopting this proposal allows for the efficient operation of the Order.

SUBMITTER: LTC MICHAEL A. OKIN, MD, USAR (RET)

5. Proposed Constitutional Amendment

Article VI, Section 3, Paragraph B.1

CURRENT:

The Executive Committee (EXCOM/MOWW, Inc., Board of Directors) will have full power and authority to manage the business of the Order, to include making decisions required of the General Staff between the General Staff's meetings, except for the following:

- 1) Terminate an incumbent Chief of Staff (Article V, Section 3, Para C.).
- 2) Incurring an obligation (Article VII, Section 2, Para A.).
- 3) Creating a loan (Article VII, Section 2, Para B.).

There will be at least two (2) meetings of the Executive Committee each year.

PROPOSED:

The Executive Committee (EXCOM/MOWW, Inc., Board of Directors) will have full power and authority to manage the business of the Order, to include making decisions required of the General Staff between the General Staff's meetings, except for the following:

- 1) Incurring an obligation (Article VII, Section 2, Para A.).
- 2) Creating a loan (Article VII, Section 2, Para B.).

There will be at least two (2) meetings of the Executive Committee each year.

RATIONALE:

The only change is the removal of 1) in the current rendition of this paragraph in the Constitution. If the proposed Constitutional Amendment to Article V, Section 3, Paragraph C passes, then line 1) is moot.

SUBMITTER: LTC MICHAEL A. OKIN, MD, USAR (RET)

ETHICS COMMITTEE | ANNUAL REPORT

1. Committee Members:

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)

2. General Overview: There were no Companion actions reported that caused the Order any embarrassment or breach of ethics in meetings, interviews, or written publications during the past Program Year. Therefore, there was no need for any investigative action by the committee. The committee developed and provided a plan to transition to next year's committee for the Chief. No further activity was conducted.

3. Projects and Assigned Tasks: None

4. Assessment of progress toward achieving Strategic Goals: N/A

5. Conclusions: N/A

6. Recommendations. As a distinguished Military Order, we expect Companions to live up to their oath taken when installed and the standards outlined by our constitution. Reports of serious violations of that oath and standards of the Order must be investigated to assess validity and determine appropriate action in order to uphold the Orders values. Upholding those high standards is key to the integrity, dignity, and honor of the Military Order. The values and reputation of the Order are a significant influence for prospective members to join and awardees to accept recognition by the Order. Maintaining those values is important in ensuring acceptance of our Distinguished Service Award by those we would like to honor for service to our nation.

Companions and leaders should pay strict attention to the following in upholding the Orders standards.

- The introduction or discussion of sectarian matters or partisan politics is prohibited in any meeting, assembly, convention or publication of the Order, it's Regions, Departments or Chapters.
- When representing or being affiliated with the Order 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.

FOR THE GOOD OF THE ORDER:

PCINC CLAY C. LE GRANDE, JR., COL, USA (Ret)
Chair, Ethics Committee

FINANCE COMMITTEE | ANNUAL REPORT

1. Committee Members:

- Col Mike Farrell, USMC (Ret), Co-Chair, Chief of Staff, Chief Operating Officer
- LCDR Paul B. Webb USN (Ret), Co-Chair, Treasurer General, Chief Financial Officer
- BG Victor S. Perez USA (Ret), Member, Senior Vice Commander in Chief
- CDR Robert F. Hartman III USN (Ret). Member, Chair, Board of Trustees
- Col Jerry E. Knotts USAF (Ret), Member, Assistant Treasurer General
- The Finance Committee is supported by Certified Public Accountants from Thompson Greenspon.

2. **General Overview:** The Finance Committee oversees and manages MOWW, Inc.'s, financial processes and provides financial oversight for the organization. This includes budgeting and financial planning, financial reporting, and the creation and monitoring of internal controls and accountability policies. The FC meets quarterly to conduct the Quarterly Financial Review (QFR) and schedules specific meetings to support the MOWW Annual Budget and Perpetual & Memorial Fund (P&M) dividend distribution processes.

3. Projects and Assigned Tasks:

- Annual Budget Process. The FC led the development and approval process for the Fiscal Year (FY) 2022 MOWW Budget. The FY 2022 budget included the addition of funding to support the following new initiatives; development of an MOWW Brand Strategy, MOWW website upgrade and region commander travel funds. Additionally, the FY 2022 contained an increase in salary expense due to the new Chief of Staff's salary and a cost of living increases of 3% for the two salaried HQs employees.
- Quarterly Financial Review (QFR). The QFRs are conducted to review annual budget execution and investment portfolio performance. The FC reviews the budget execution and investment portfolio performance based on the MOWW Fiscal Year (01 Jan to 31 Dec). QFRs typically review the following Financial Exhibits:
 - Statement of Financial Position. (Balance Sheet)
 - Statement of Activity (Actual vs. Budget) Summary
 - Statement of Cash Flow
 - Annual Budget
 - BOT Investment Strategy
 - BOT Investment Portfolio (Fund) Value and Earnings Report
 - BOT Quarterly Summary of Fund Value
 - The FY 2022 Budget execution is on track despite inflationary pressures that have increased costs across the board. Several key initiatives including the MOWW website upgrade will come to fruition later in the Fiscal Year than previously planned thereby impacting planned cost savings.

- The Investment portfolio has decreased by 13% as of 31 May 2022. See the Board of Trustees Annual Report. Further uncertainty in the overall economy and volatility in the financial markets is expected to continue.
- FY 2021 P&M Dividend Distributions. The FC reviewed in detail the established process for P&M Fund distributions calculations, the impact of FY 2021 investment restructuring and performance and recommended that the EXCOM approve a revised FC P&M dividend calculation methodology.
 - The consolidation of MOWW investment accounts in 2021 resulted in the combining of nine investment accounts (including the two P&M Fund accounts one at Merrill Lynch and one at Stifel) into two investment accounts under a single portfolio management with Merrill Lynch. This action required investment portfolio managers to sell or “reposition” securities which incurred significant realized gains. These disproportionate realized gains necessitated a review of the P&M Dividend calculation.
 - The FC’s recommended methodology resulted in a total PM Fund distributable amount of \$309,616.00. When divided by the number of PM members 18,268; the results were a \$16.95 dividend per member.
 - The FC and the BOT will be reviewing the policy and procedures for calculating the annual P&M dividend and provided recommended Policy Manual language for approval.
- The Finance Committee was tasked by the CINC to review the Regular Member and Perpetual Member dues for the purposes of determining if dues increases are warranted. This project is ongoing and is expected to be completed in the upcoming Operating Year.
- The FC participated in the writing and reviewing of an MOWW 501(c)(19) analysis paper. This paper was created to identify the issues and propose recommendations related to MOWW’s status as a Tax-Exempt Organization and whether gifts and donations are deductible. The paper will be presented to the TOP 8 and the Council of Past CINCs. Further refinement of the recommendations and action plans will be developed by an Ad-Hoc committee in OY 2022.
- IRS 990 Filing Requirement. The FC reviewed and tracked the filing status of MOWW chapters throughout the year. See the Treasurer Generals Annual Report.
- LCDR Paul B. Webb USN (Ret) turned over duties as MOWW Treasurer General, Chief Financial Officer and Finance Committee Co-Chair to Col Jerry E. Knotts late in the Operating Year. Paul did a superior job supporting MOWW as TG and FC Co-Chair. His detailed work managing the IRS 990 filing process annually ensured that all MOWW Chapters were trained and completed the 990 filing.

FOR THE GOOD OF THE ORDER

MICHAEL FARRELL, COL USMC (Ret)
Co-Chair, Finance Committee

JERRY E. KNOTTS USAF (Ret)
Co-Chair, Finance Committee

HOMELAND SECURITY COMMITTEE | ANNUAL REPORT

Over the past two and a half years, the nation has faced one of its greatest homeland security crises due to the COVID-19 pandemic. Other challenges, ranging from natural disasters through attacks on the public, have not abated. The Order's chapters and Companions have risen to this challenge to a variety of homeland security outreach efforts. As of the drafting of this report for the 01 June 2022 reporting deadline, seven chapters have submitted applications for the Chapter Homeland Security Award. As just a few examples:

- For the Col. George C. Woolsey, CA, chapter, Companions served as guest speakers to ten community events. They also recognized five first responders, with two receiving national Law and Order Exceptional Service awards from the Order.
- The Pinson Memorial Chapter, TX, honored their local Fire and Police Officers of the Year, and also heard from, and awarded their local fire chief and police chief.
- The Homeland Security Chairman of the Atlanta Area Chapter, GA, provided ongoing threat reporting to state, regional, and national partners, including mass shootings, terror threats, and natural disasters. He also served as a lecturer at the Homeland Security Center of Excellence/Maritime Security at Stevens Institute of Technology during their summer program.
- The Santa Cruz Valley Chapter, AZ, has developed newsletters that typically contain 50+ hyperlinks to various news and information articles, helping Companions learn more about key issues. Their homeland security program also supports Explorers.
- The Greater El Paso Chapter, TX, presented a number of awards to local first responder agencies for service during the ongoing COVID-19 pandemic. They also have a running series of Homeland Security Minutes in their monthly newsletter and on their website.
- The Puget Sound Chapter honored a police K9 killed in the line of duty. They also hosted a presentation from the Western Air Defense Sector, which is responsible for the peacetime air sovereignty, strategic air defense and counterdrug operations for over half of the contiguous United States.
- The MG Miles Chapter, NM, honored local homeland security personnel and submitted a press release about it to local media.
- The Northern Virginia Chapter partnered with my own chapter, the Maj. Gen. Leigh Wade - DC Chapter to host the Chief of the US Capitol Police in a virtual presentation. The recording of the Chief's presentation is available online; we will make arrangements to post it on the Order's "Companions Only" website. In the meantime, please contact me if you would like the link - it is well worth hearing.

As for myself, this past year I was fortunate to have an article on overcoming current threats of terrorism and political violence in the US published in *The Officer Review*. I also completed a study for the Department of Justice on improving our abilities to detect mass shootings and reduce casualties during attacks; the result is an educational website, the *Mass Attacks Defense Toolkit*, available at <https://www.rand.org/pubs/tools/TLA1613-1/toolkit.html>. There should also be video training available over the next few months.

Committee member Robert Epstein continued his participation with the Civil Air Patrol, this year to include serving as a UAV pilot during a Civil Air Patrol UAV pilot training event.

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, PHD, HPM
Chair, Homeland Security Committee

INFORMATION & PUBLICITY COMMITTEE | ANNUAL REPORT

1. Committee Members:

Chair, Maj Robert Williams	rbrtwill1@verizon.net (817)-308-1386;
Vice Chair, Vacant	
COL Jeanne Blaes	blaesjj@gmail.com
HPM CF Holland	cwh7institute@gmail.com
CDR Ron Kirkland	rgseahorse@aol.com
COL Kenneth McCreedy	kmccreedy1954@gmail.com
CPT Robert Melson	melson.r@att.net
LTC Neil Springborn	sprngbrn@sbcglobal.net
MAJ Rosanne Trujillo	rosannetrujillo@centurylink.net
HPM Patricia Williams	moww0419@aol.com
CoS COL Michael Farrell	chiefofstaff@moww.org
VCINC LTC Marlon Ruiz	ruizmarlon08@gmail.com

2. **General Overview:** Information and Publicity Committee directly supports achieving Strategic Goal 4 (SG-4) “Conduct Chapter Advertising and Publicity.”

3. Projects and Assigned Tasks (Goals)

Newsletters:

- Establish new Corporate Newsletter Dropbox and transfer newsletters for the previous 2 years and the current OY to the new DropBox.
- Develop a set of standard naming conventions for the newsletter files
- Coordinate with Historian General for capturing and archiving those OYs of newsletters which are NOT transferred to the new Dropbox.

News Release Guide:

- Review News Release Guide for currency and update as necessary
- Add News Release Criteria to the Information and Publicity Awards.

Social Media

- Prepare National guidelines for Chapters establishing social media sites – Facebook, Twitter, Linked-In, etc.
- Add Social Media criteria to the Information and Publicity and Newsletter Awards

Information and Publicity Chapter Program Awards – Appendices Q & R

- Completely re-write Appendices Q Information and Publicity Submission Form - converting to a single “fillable on-line” submission form for the Chapter Information and Publicity Program Awards (using the GA Pershing Award submission as a sample). Submittable form will include all 3 areas (Newsletters, News Releases, Social Media)
- Combine Appendices Q and R into a single Appendix organized via the four sub-programs (Newsletters, News Releases, Social Media, and Program Awards)

- Chapter Newsletter Manager will conduct a review of last year's newsletter scoring process and update the process and criteria as appropriate, minimizing subjective scoring. Part of the review will include a standardized spreadsheet to assist scorers during their review process.

4. Assessment of progress toward achieving Strategic Goals: (as applicable)

Newsletters

Completed Actions:

- Newsletter Dropbox Structure Updated
- Standardized naming convention for newsletters implemented

In Work/On Hold Actions:

Coordinating with Historian General for transfer of previous years newsletters to historical archives on hold pending review of archive requirements

News Releases

Completed Actions:

- News Release criteria added to Information and Publicity Program Award scoring criteria

In Work/On Hold Actions:

News Release Guide still requires review and update.

Social Media

Completed Actions:

- Social Media criteria added to Information and Publicity Program Award scoring criteria
- Social Media guidelines published and posted to National Website

Information and Publicity Program Awards

Completed Actions:

- Revision and publication of Policy Manual references to Information and Publicity Program and Awards completed and new Appendix P published.
- Revised Chapter Information and Publicity Award Submission Form (MOWW Form 18) completed and posted to National Website for use during current award cycle.
- Revised Newsletter Scoring Criteria completed and provided to IPC for use during current award cycle.

Number of Chapter Information and Publicity Award Submissions (MOWW Form 18) Received:

Number of Chapters Submitting MOWW Form 18	
Large Chapters	8
Medium Chapters	7
Small Chapters	4
Total	19

Newsletters Submitted to MOWW Dropbox

Note: The number of newsletters listed is based on the number of newsletters received for posting to the MOWW Dropbox as of 31 May 2022.

	OY 2020/21	OY 2021/22
No. Chapters Submitting NL to Dropbox	44	42
Chapters Publishing 9-12 NL	19	25
Chapters Publishing 5 to 8 NL	12	8
Chapters Publishing Less than 5 NL	13	9

Number of Chapters Submitting Newsletters to Dropbox

No of Chapters by Region	OY 2020/21	OY 2021/22
Region I	1 of 7	1 of 7
Region II	1 of 5	2 of 5
Region III	4 of 5	4 of 5
Region IV	3 of 8	2 of 8
Region V	3 of 8	3 of 8
Region VI*	3 of 5	4 of 7
Region VII	1 of 6	2 of 6
Region VIII	11 of 12	10 of 12
Region XIII	9 of 9	8 of 8
Region XIV	7 of 10	6 of 10

Number of Chapters by Region Submitting Newsletters

*Note: Region VI has added two new cadres

5. Conclusions.

There continues to be much discussion and varying positions regarding the importance and need for guidelines regarding formatting and content of chapter newsletters, news releases and use of social media.

- The 2021/22 Newsletter Dropbox contains a total of 330 newsletters from forty-two chapters and involved over 3,00 printed pages. Newsletters varied in length from 4 to 12 pages; but many were even 20 or more pages.
- Many chapters publish newsletters only for the months during which the chapter meets and not throughout the operating year.
- Many chapters often distribute the newsletters only to the members of their chapter and do not use the newsletters as a publicity and recruiting tool outside of the chapter.

- Two Chapters (Chicago and North Central FL) which did not publish a NL last OY, have each published NL during the current OY.
- Five Chapters (Northern VA, Clearwater FL, Capt Dilworth, Catalina Mountain and BG Holland), which published at least one NL during 2020/21 have NOT published any NL this OY.
- Many chapters DO communicate within their chapter thru various means other than newsletters – i.e. E-mail, website, social media, etc.
- Chapters publish newsletters based on the availability of Companions who are (1) willing to take the time and effort to do so, and (2) possess the skill sets to use existing software to create and publish newsletters
- Chapters may be publishing and distributing newsletters internally; but are NOT forwarding them for posting to the newsletter Dropbox.

6. Recommendations.

- Chapters should be reminded that the Chapter Newsletters are included in the MOWW National Archives by the Historian General and consequently, are an integral part of the history of their Chapter and the Order. According to the Historian General, currently, only “hard” printed copies of the newsletters, downloaded from the Dropbox, are able to be archived in the MOWW National Archives. There is a possibility that in the near future these files will be able to be archived on thumb drives.
- Chapters should be encouraged to publish newsletters on a monthly basis, rather than only during months they meet. This would keep the chapters advised of not only chapter activities, but also other veterans’ activities within their community.
- Chapters should be encouraged to increase the distribution of their newsletters to other organizations in their local area which would serve to increase the visibility of the Chapter and the Order.

FOR THE GOOD OF THE ORDER

ROBERT J. WILLIAMS, MAJ, USAF, (Ret)
Chair, Information and Publicity Committee

LEGISLATIVE & RESOLUTIONS COMMITTEE | ANNUAL REPORT

The Legislative & Resolutions Committee received no legislative and no resolutions requests during the year 2021-22.

The Legislative and Resolutions Committee is comprised of the following companions:

- LTC King Moss II, USA (Ret)—Chairman
- Maj Paul Willard, USAF (Ret)—Vice Chairman
- LTC William Rapp, USA (Ret)
- LT Walt Laidlaw, USN (Ret)

FOR THE GOOD OF THE ORDER

LTC KING MOSS II USA (Ret)
Chair, Legislative & Resolution Committee

MAGAZINE COMMITTEE | ANNUAL REPORT

The MOWW Magazine Committee conducted its meeting to determine *Officer Review*[™] magazine articles from 2021 for VADM Dyer Writing Awards. The Committee conducted its voting of articles via a Zoom meeting held on 26 January 2022.

Committee members in attendance were:

PCINC LTC Ruth L. Hamilton, USA (Ret), Chair/Recorder
PCINC CAPT Russell C. Vowinkel, USN (Ret), Vice Chair
IPCINC BGen Frederick R. Lopez, USMCR (Ret)
COL Vicente C. Ogilvie, USA (Ret)
CDR Robert F. Hartman III, USN (Ret)
CS Col Michael Farrell, USMC (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 his/her top five articles from magazine issues January to December 2021. The selected article titles were then compiled as a list of most frequently-selected articles for voting that was sent to all Committee members.

Prior to voting, Committee members heard from Chief of Staff/Editor-in-Chief of the *Officer Review*[™], COL Farrell, on his transition into his position along with challenges and highlights realized so far.

Committee members rank ordered the complete list of most frequently-selected articles to determine a First Prize, Second Prize and three Honorable Mention Prizes in accordance with the VADM Dyer Writing Award criteria. (PCINC LTC John H. Hollywood, USA (Ret), a Committee member, was unable to attend the meeting but provided his rank-ordered articles for voting purposes.)

The award recipients for all prizes, will be announced at the 2022 MOWW National Convention Awards Luncheon. The prize amounts for winning articles are as follows:

VADM Dyer Writing Award Prizes:

- 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 and Committee members encourage Companions to submit articles on topics of interest, personal vignettes from their military careers, and/or significant chapter activities for potential publication in the *Officer Review*[™] magazine.

FOR THE GOOD OF THE ORDER,

PCINC LTC RUTH L. HAMILTON, USA (Ret)
Chair, Magazine Committee

MOWW – PERSHING RIFLES GROUP COMMITTEE | ANNUAL REPORT

Committee Members:

LTC (R) Paul Farinella Chairman

LTC Carlton Witte Vice Chairman

The Pershing Rifles Group and the Military Order of the World Wars continue to have a harmonious, functioning relationship for the 7th straight year. Since LTC Witte and I are Pershing Riflemen with over 100 years between us and a former and current Chapter Commander our experiences and knowledge of both groups has assisted us greatly, as we interact with Jimmy Reaves, the PR Group Chairman; Willis Madden, The President of the National Society Of Pershing Rifles Alumni Association (NSPRAA) and Nick Campagna, The President of the National Society of Blackjacks The PRG has provided support at our NATCON 2021 and provided personnel from the PRG group as well as presented a wreath at the 11 Nov ceremony at Arlington. In addition, as part of the wreath laying ceremony over seven years, MG Patrick Higgins, a P/R and MOWW Companion, swore in for the 7th time new BLACKJACKS from Company B-8 from the Paul R. Brown Leadership Academy in NC.

Region II Commander, BG Estes, CINC Okin's representative, attended the Pershing Rifles National Convention in Louisville KY in March 2022 and gave support as required. MOWW chapter companions attending ROTC award functions advertise to PMS's the benefits of a Pershing Rifles unit as part of the ROTC program and just recently, LTC Rapp from NJ, began the process to jump start a Pershing Rifles Company at Rutgers University. When called upon, the PR Group has assisted MOWW chapters with color guards as requested. MOWW chapters have recruited Pershing Riflemen as new Companions and continues to be a continual source for younger chapter Companions.

Last October, the committee requested by Region that each chapter within that region, appoint a companion, preferably a Companion who is a Pershing Riflemen, to interface with the committee as far as ROTC and JROTC activities are concerned; since MOWW chapters offer ROTC/JROTC awards of merit and interact more closely with college ROTC/ HS JROTC instructors than a college P/R Company does. This way an MOWW –P/R chapter representative can spread the activities of Pershing Rifles to all non P/R ROTC units in their locale, as well as JROTC units they serve so JROTC units can obtain judges for drill meets and /or college level instructors for field training exercises. Finally, the MOWW-P/R chapter representative can make a JROTC unit aware of HS, National Society of BLACKJACKS organization, the P/R NATCON drill meet and any other pertinent P/R activities that can make the JROTC unit and its cadets more informed as a leader.

Working with colleges that offer ROTC and also have a Pershing Rifles Company will instill a lasting trust between a Companion in a MOWW chapter and the College cadet; thus, a Pershing Rifleman/ ROTC cadet upon graduation, may decide to join that MOWW chapter?

To date, our outreach in working and speaking with Pershing Riflemen at their Universities is fair. Greater interaction can easily be achieved if every chapter has a MOWW- P/R REP "go to" person to cover all Regions with instructions and ideas from our committee. Locations of P/R Companies and MOWW chapters across the USA is being constructed by the PRG and should be published, once completed, on moww.org. When all companions and Pershing Riflemen know who is the P/R -MOWW liaison on the MOWW chapter level to discuss ideas, etc, only then will a greater working relationship between MOWW-and PRG develop with more recruited companions.

It may be worthwhile, to place a column on the MOWW membership database to identify those Companions in all 75 chapters who are also Pershing Riflemen so active Pershing Riflemen in college and have just graduated college, can freely speak to a fellow P/R who also is a MOWW Companion and inquire about what MOWW does and how can it be beneficial to them and their careers ; if they join soon after commissioning or later in life . Since most ROTC cadets have never heard about the history of MOWW it can only help the Order. It is also recommended that that the MOWW movie be made available as a DVD through the MOWW-P/R rep at each chapter; if we have one, to distribute to every ROTC –P/R unit in their locality, readily available, this will inform present and future cadets of who MOWW is and what it has/ can achieve.

FOR THE GOOD OF THE ORDER,

LTC PAUL FARINELLA, USA (Ret)
Chair, MOWW-PRG Committee

NATIONAL SECURITY COMMITTEE | ANNUAL REPORT

1. Committee Members:

- a. Chair: Col Adalberto Rivera, Puerto Rico Chapter, 787-435-2405, adal_rivera@yahoo.com
- b. Vice Chair: COL Arthur Tulak, Commander – Department of Hawaii, Arthur.tulak@earthlink.net
- c. Member: COL Loren A. Weeks, Region III Commander, 805-369-3649; lorenaweeks@gmail.com
- d. Member: COL Maryetta Beck, Augusta Chapter, maryettabeck@hotmail.com

2. General Overview: The committee monitors international threats and United States defense and foreign policy strategies, policies, and procedures about those threats.

3. Projects and Assigned Tasks:

a. 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.

b. It provides the EXCOM, the national officers and other Companions of the Order the impact of those policies as they regulate military budgeting, personnel ceilings, force development, research and development, the measures that predict the future ability of diplomatic, military and intelligence organizations to react for the good of the nation.

c. It recommends national security positions to the EXCOM, resolutions to the Order in convention, and assists chapters in developing and maintaining a viable National Security Education Program.

4. Assessment of progress toward achieving Strategic Goals:

In support of SG-4, the committee puts out updates and advisories with information and sources for the use by chapters in their local newsletters, distributed to their members. The committee also did a complete review of the program and forms which is pending approval to make changes to the policy manual accordingly.

5. Conclusions.

This year the National Security Award Nominations Program received a total of 8 chapter nominations (5 large; 1 medium; 2 Small). This is an increase of 1 nomination compared to the previous year, although 3 of the chapter which submitted their packages, did not submit an entry last year.

6. Recommendations. A change in the nomination form (Appendix N) is really needed as soon as feasible, to avoid confusion when filling out the form, and to make the process easier for a chapter to submit the package. Appendix N should be converted to Microsoft word format as other programs have done (i.e. PEP Award, Scouting Program, etc.), or in electronic format (i.e. MOWW form 38, MOWW form 39).

FOR THE GOOD OF THE ORDER

ADALBERTO RIVERA, Col, USAF (Ret)
Chair, National Security Committee

NOMINATING COMMITTEE ANNUAL REPORT

The 2022 Nominating Committee Officers are:

- Chair PCINC LTC Charles S. Chamberlin, Jr, USA, (Ret)
- Vice Chair IPCINC BGen Fredrick R. Lopez. USMCR (Ret)

The Nominating Committee arranged and scheduled the following activities for Companions and candidates seeking national office during the 2022 National Convention to be held in Jacksonville, Florida. All nominating and election activities will be done IAW MOWW Policy Manual Appendix F, MOWW Candidate Nominating Process (dated 9 April 2019, amended 31 December 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. A room has been assigned and will be announced at the appropriate time. Details for room and time will be available at the registration desk.
- Candidates Forum: All Companions seeking national office may make a presentation and receive questions in front of convention delegates. Any candidate wishing to speak at this forum may do so. Specific time and limitations for speeches and questions will be enforced. The room and designated time will be reflected in the convention agenda and at the registration desk.
- Nominating Committee Meeting: Companion candidates seeking national office will have designated delegate officers nominate and second them for their desired national office. Credentialed Nominating Committee members will then select the list of nominees to be reported to the convention delegates on the ballots provided in their credentialed packets, which will include the appropriate usage instructions. 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 at 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 email; [a cchamberlin@grandecom.net](mailto:cchamberlin@grandecom.net) or by phone (c) 214-642-2677, 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 all the Companion volunteers who assisted in the Nominating Committee processes; Sgt-at-Arms, Tellers, Parliamentarian, Recorder, and runners.

FOR THE GOOD OF THE ORDER

PCINC CHARLES S. CHAMBERLIN, JR. LTC. USA (Ret)
Chair, Nominating Committee

PATRIOTIC EDUCATION COMMITTEE | ANNUAL REPORT

Patriotic Education Committee Members:

- Chair: LtCol Dave Dunlap | MG Wheeler Huntsville Chapter, AL; 256-651-1983; dunlapdl@aol.com
- Vice Chair: COL Bill Townsley | Hampton Roads Chapter, VA; 757-478-7467; townsley2369@gmail.com
- Member: LtCol John Cahoon, Fort Walton Beach Chapter, FL; 850-862-5078; emeraldcast@cox.net
- Member: LTC Michael Jarvis, Green Mountain Chapter, VT; 802-272-1935; mjarvi43@gmail.com
- Member: CDR Ted Parsons | San Diego Chapter, CA; 619-267-4760 ; gt.parsons@sbcglobal.net
- Member: CAPT Michael “Buz” Isban | West Valley, AZ; 623-512-0765; buzisban@cox.net
- Member: MAJ Michael Belcher | Ft Hood Chapter, TX; 254-541-7841; mikeandvickib@mac.com
- Member: Capt Debbie Kash | San Diego Chapter, CA; 760-494-0709; debbie.kash@gmail.com
- Member: CDR Ralph Lewis | Hill Country Chapter, TX 830-377-0915, ralph71@gmail.com
- Member: LtCol Marlon Ruiz | Santa Cruz Chapter, AZ; marlon.ruiz@earthlink.net
- Ex Officio Members: YLC Directors, YLS Directors, and Col Richard Minor, a former PEC Chair and former YLC Director
- PEC Extended Committee includes Youth Leadership Conference and Youth Leadership Seminar Directors whose event and contact information are documented by the MOWW YLC/YLS Schedule posted at moww.org.

General Overview:

- The Patriotic Education Committee (PEC) outreach objectives are the Order’s most significant legacy for youth, communities, and the nation. The PEC is responsible for promoting, guiding, administering, and assessing the Order’s patriotic education programs and assisting chapters toward achieving the PEC’s outreach objectives.
- MOWW’s Patriotic Education Program (PEP) is designed to encourage responsible and more capable citizenship, to stimulate love of our country and its flag, and to help equip our nation’s youth with leadership skills. To achieve this, chapters commit, develop, implement, host and/or support PEP events and activities. These efforts include Youth Leadership Conference (YLC) and Youth Leadership Seminar (YLS) events, Massings of the Colors (MOCs), and other events and activities providing patriotic education that are community-wide, in-school programs (e.g., Flag awareness and training), in specific organization forums including within the chapter itself.

Projects and Assigned Tasks:

Objectives for 2021-2022

- Continue to encourage, facilitate chapters hosting and supporting Youth Leadership Conferences and Seminars (YLC or YLS)
- Develop, monitor, and maintain the MOWW YLC/YLS Schedule and collect and assess YLC/YLS data, including innovations and best practices regarding the events.

- Developed schedule for 2022 in Dec 2021 and revised it twice to account for changes to date, Director, and cancellations. Projected events for the 2022-2023 school year and gained approval for their being included in the listing of National Association of Secondary School Principals Contests, Programs and Activities for Students.
 - Eleven YLCs for 408 students, 10 YLS events for 248 students, and 13 MOCs were conducted this year. Four YLS events were new and two of those were restructured from established YLCs. Three other established YLCs were developed for execution, but had to be cancelled due to an insufficient number of students registering. Events were supported by MOWW's insurance for volunteers and YEF reimbursements for applicable events.
 - YLC events held: Huntsville (AL), Augusta (GA), Spirit of America (Valley Forge PA), New England (VT), Northwest (WA), Oklahoma Christian University (OK), Rocky Mountain (CO), and in Texas A & M University and two at Schreiner University. Three established YLCs were developed for execution but had to be cancelled due to an insufficient number of students registering.
 - YLS events held were at Baton Rouge LA, Philadelphia (3), Camden NJ , Northeast Florida (new), San Diego (2) (new), Huntsville AL, Delaware, Fort Meyers FL (new). Two of these were restructured from an established YLC as a temporary measure. Two more YLS events (Central Arkansas and Hawaii) have been developed and scheduled for June 2022.
 - Before COVID (March 2020), we had 19 established YLCs and 12 established YLS events. Last year we were able to have only four YLCs for 106 students and six YLS events for 150 students. For 2023, we think will have 20 YLCs for at least 1200 or more students and 16 YLS for at least another 1100 students.
 - **Innovations and best practices:** Region VIII YLCs and the Huntsville YLC digitized and improved their student application form and their form for student nominations/ recommendations by an organization or school official and streamlined the associated process for their YLCs. For Region VIII, the application is an online submission that loads to the Region VIII website.
- Facilitate the starting of new YLC/YLS events.
 - Continued developing a starter packet and presentation for developing and establishing a YLC/YLS event, promoted, and provided them at Convention 2021 and by email to all Commanders (Chapter and Region) offering the start-up packet, presentation and follow-up Zoom session.
 - Nine chapters (San Diego, Northeast Florida, Fort Meyers, Houston with Region VIII, Central Arkansas, Memphis, Atlanta, Hawaii, Jackson MS) pursued the offer. Five of them, cited above in the previous objective, subsequently built and conducted or will have conducted their first YLS by June 2022.

- Support the development, production and use of YLC/YLS issue of The Officer Review, the first such issue since 2018.
 - Developed a storybook as a mockup of YLC/YLS issue and developed, collected and assembled supporting content and provided them to the magazine committee. This accounted for nearly 90% of the Mar-Apr 2022 issue.
- Phoenician Essay Contest approval for the contest to open eligibility to all YLC attendees
 - Decision tabled by EXCOM for Chapter and Region consideration and for PEC to simplify contest process and supporting documents.
- Review and edit of PE-related text of the Policy Manual and each PE-related MOWW Forms.
 - Review/edit completed except for text and forms related to the Phoenician Essay Contest
- Improve PEP Award Application an increase award competition
- Simplify and resubmit proposal for new contest -- Patriotic Youth of the Year Contest. (Tabled until after Phoenician decision).

Assessment of progress toward achieving Strategic Goals:

- The Strategic Goals PEC and Chapter PE efforts contribute mostly toward achieving are SG-5 (Expand & Improve Chapter Outreach Programs), SG-1 (Recruit, Convene & Involve Companions), SG-3 (Mentor and Develop Companions), and SG-6 (Recognize Companion Excellence).
- COVID regulations, precautions, and the subsequent discontinuity for many of our youth leadership and other in-person events heavily reduced our patriotic education footprint for youth and the community at large. However, our number of events and number of students are increasing and in 2023 may be back to the 2019 level (e.g., 19 YLCs for 1260 students) and at least five more YLS events than the 12 YLS for 1070 students. The growth is due some to a relaxing of regulations and precautions, but much is due to the starter packet and presentation for developing and establishing a YLC/YLS event started this operating year.
- In addition to a chapter increasing its PE footprint for youth and in its community, new YL events or sponsoring students to a YL event provides additional opportunities for Companions to help a chapter shape and maintain its value to youth, the community and the nation, mentor and develop Companions in this worthwhile pursuit, and have another opportunity to demonstrate and/or recognize excellence, and lead in identifying, developing, or sharing an innovation, lesson learned, or best practice.
- An opportunity for a chapter to extend its PE footprint without developing and conducting a YL event is to volunteer and serve as the judging team at the national level for the Phoenician Essay Contest, a patriotically themed essay for each YLC's Outstanding Student. If contest eligibility be opened to all YLC students, as is being considered, chapters sponsoring students to a YLC would have a more direct stake and possibly an active role toward the final outcome.

Conclusions:

- Thus far nine Chapters have pursued the kit and presentation for starting a Youth Leadership event. Five of those developed and conducted a YLS or will conduct one by the end of June. More interest has been expressed since that by the nine and it's likely four newer YLS events will be launched by June 2023.
- Adjusting to COVID regulations and precautions, some established YLCs were temporarily restructured to be non-overnight 1-day or multiday events. Contacts and rhythm were maintained, and registrant level dropped only slightly. Events that were unable to be held, lost some continuity and registrant level diminished.

Recommendations:

- The PEC needs to continue its YLC/YLS starter program. As it works with Chapters, it should also include Region Commanders and Region PE Coordinators in correspondence and interactions for awareness.
- A YLS doesn't benefit students as much as a YLC, but a temporary YLS may need to be considered to minimize drop in registrant level.
- Conduct the Phoenician Essay Contest for the coming operating year. Only ten YLCs will have been held. Without any change to the contest process other than for the Director, the Director, if permitted, could provide the contest opportunity to the top three students rather than just the YLC's Outstanding Student. This would allow for up to thirty students to compete rather than just ten. Historically only 60 percent of those eligible competed.
- If contest eligibility can be opened to all YLC students, chapters sponsoring students to a YLC would have a more direct stake and possibly an active role toward the final outcome.

FOR THE GOOD OF THE ORDER

DAVID DUNLAP, LT COL USAF (Ret)
Chair, Patriotic Education Committee

PUBLIC SAFETY-LAW & ORDER COMMITTEE | ANNUAL REPORT

1. Committee Members:

- Chair: James Haney, Major, USMC Retired
- Vice Chair: Robert Hohman, CW4, USA Retired
- Paula Mitchell, CPT, USA Former
- Jack Rodnite, MAJ, USA Retired
- Ferris Garrett, Lt Col, USAF Retired

2. General Overview:

The Committee has:

- Provided guidance to chapters, departments, and regions on ways and means to enhance maintenance of public safety-law and order within their jurisdictions.
- Gathered information on innovations and refinements in criminal justice operations, whenever possible, and pass on such information to Companions of the Order. - - encouraged the development of a PS-L&O program in each chapter.

3. Projects and Assigned Tasks:

- Policy Manual updated incorporating Outreach Program name change approved at the 2021 National Convention. Thanks to Companion Roberta Troxell for spearheading this update with Committee members Garrett and Mitchell.
- Developed PS-L&O award submission Forms 31a. Chapter Program, 31b. Individual Exceptional Service & 31c. Individual Outstanding Performance. And aforementioned Committee members evaluated 2022 chapter & individual award submissions.
- Communicated through MOWW PS-L&O Outreach Program FACEBOOK group suggestions and issues for chapters to consider for local presentation, promotion, participation and recognition.
- Communicated through Region Commanders reminders to chapters to recognize various local agencies / activities during National Recognitions; e.g., 9 January-Law Enforcement Appreciation Day, 15 May-Peace Officer Memorial Day, etc.
- Communicated recent issues through the MOWW PS-L&O Outreach Program FACEBOOK group that may give the chapters occasion to consider including them in their presentation, promotion and participation PS-L&O activity.

4. Assessment of progress toward achieving Strategic Goals: (as applicable)

- Strategic Goal 1 (SG-1). Recruit, Convene & Involve Companions. Minimal progress to gain Companions through Reserve and National Guard recruitment, and Companion participation in PS-L&O recognition and activity promotion.

- Strategic Goal 2 (SG-2). Provide Companion Leadership Training. Minimal progress towards establishing a PS-L&O network of region, department & chapter coordinators, and much less backups.
- Strategic Goal 3 (SG-3). Mentor and Develop Companions. Minimal progress identifying prospects.
- Strategic Goal 4 (SG-4). Conduct Chapter Advertising & Publicity. Moderate progress in chapter newsletters regarding recognition activities, and in the chapter postings in the MOWW PS-L&O Outreach Program FACEBOOK group.
- Strategic Goal 5 (SG-5). Expand & Improve Chapter Outreach Programs. Moderate progress in chapter's expanding the Program beyond individual recognition.
- Strategic Goal 6 (SG-6). Recognize Companion Excellence. No visibility into the award of the Outreach Service Medal to Companions for their PS-L&O participation.

5. Conclusions. (as applicable)

- Minimal (<15%) chapter & Companion PS-L&O Program participation beyond individual recognition.

6. Recommendations. (as applicable)

- Add Chapter PS-L&O Coordinators to FACEBOOK Group
- Establish an email "blast" group for PS-L&O Coordinators.
- Email FACEBOOK Group postings to Headquarters/Region Commanders for dissemination to Region's Chapter Commanders/PS-L&O Coordinators.
- Continue to review chapter newsletter PS-L&O articles and recognize activity by FACEBOOK Group postings.
- Continue to post PS-L&O issues, recognitions & events to FACEBOOK Group.
- Continue to encourage chapters to submit annual MOWW PS-L&O Chapter & individual awards.

FOR THE GOOD OF THE ORDER

JAMES H. HANEY, MAJ, USMC (Ret)
Chair, Public Safety-Law & Order Committee

RESERVE OFFICER TRAINING CORPS COMMITTEE (ROTC) | ANNUAL REPORT

ROTC Committee Members:

- Chairman: CDR Alan Mandigo | Puget Sound Chapter, WA; 253-241-9502; cdramm@outlook.com
- Vice Chair: Vacant
- 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
- Ex Officio Members: Region Commanders

ROTC Committee General Overview:

- 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.

Projects and Assigned Tasks:

Objectives for 2021-2022:

- 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.
- Continue to work with Region and Chapter Commanders to ensure that all MOWW Chapters submit an annual Form 39, ROTC/JROTC Program Award Submission. The high pre-pandemic submissions were 48 reports in 2019. Post pandemic in 2021 was 36 reports, as of 31 May, 38 reports have been submitted for 2022, ahead of 2021 and well on the way to a possible 40.

ROTC Committee Support:

- Reviewing the ROTC and JROTC websites is a continuous process. All of 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:

- Form 34, ROTC Committee Guide is the best help checklist a Chapter can use.
- When the new school year starts, MOWW Regions and Chapters should contact all of your supported units, verify Instructor changes and inquire if they know of any units that have been deactivated or started up. Asking the units for updates is very effective and much easier than combing through the websites.

- A summation of ROTC Committee Outreach may be found in the “Officer Review” of May-June 2022: “Reserve Officer Training Corps” by CDR Alan M. Mandigo, USN (Ret) MOWW ROTC Committee Chair

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 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.

Assessment of progress toward achieving Strategic Goals:

- Efforts continue to increase the support of All chapters providing a JROTC/ROTC support IAW Strategic Goal (SG-5). Expand & Improve Chapter Outreach Programs continues as shown by Chapter Submissions of ROTC & JROTC Medals of Merit IAW SG 5.1. Award Presentations of MOWW Reserve Officer Training Corps (ROTC & JROTC) ...
- The ROTC Committee supported SG-5 with the submission of ROTC Article published in the May – June 2022 edition of The Officer Review. The article walks through the annual process of Chapter support for the ROTC & JROTC Programs.

Conclusions:

- Chapters are commended for their continued support of all ROTC and JROTC programs.
- Chapters are commended for contacting the ROTC Committee by email and phone with help questions and comments about MOWW ROTC information in publications and Forms.

Recommendations:

- It is essential that all Chapters reach out to JROTC Units that only have one Instructor to offer any help that they require. There is a current shortage of JROTC Instructors for all services. Running a JROTC Program is hard enough for two Instructors, let alone one.

FOR THE GOOD OF THE ORDER

CDR ALAN M. MANDIGO, USN (Ret)
Chair, ROTC Committee

SCOUTING COMMITTEE | ANNUAL REPORT

I. Committee:

Chair: COL Robert F Schlegel
Vice Chair - Boy Scouts: COL Carter Wood
Vice Chair - Girl Scouts: HPM Linda Ebert-Ariff
Other Members -at-Large:
LTC Oren Lee Peters
Capt Michael Golden
MAJ Robert Williams

Regional Coordinators:

LTC Dennis Christo – Region I
Capt Michael Golden - Region III
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

II. General Overview:

The year was a year of some recovery from COVID 19 although, as this is being written in late May, hospitalizations are rising, and the chair is suffering from a positive COVID test result with moderate cold-like symptoms.

Scouting activities have increased as state and federal guidance has allowed more indoor activities – some without masks and the units that carried on via Zoom, etc, earlier in the pandemic, are going strong while others, who did not, have sometimes failed.

A lawsuit was filed by the Girl Scouts of the USA against the Boy Scouts of America suing for “trademark infringement, trademark dilution, and unfair competition with respect to the terms” Girl Scouts,” “Scout,” Scouts”, and “Scouting” in connection with its services offered to girls.”

The suit was summarily dismissed on April 7, 2022, by Alvin K. Hellerstein, US District Judge. Southern District of NY.

BSA Bankruptcy Filing: The final hearings have been held and the voting by the representatives have resulted in about 85% of the votes in favor of the final plan of emergence from bankruptcy submitted by the BSA. The final court ruling and the affirmation by the affirming judge has yet to be delivered. The monies in the settlement trust fund to compensate the vetted victims claims approaches \$4 Billion and articles are appearing in the press as to the significant attorney’s fees that will largely reduce the amount actually paid to the victims.

The extensive delay in resolving the case has led the BSA to need to even more so carefully manage expenditures– the National office only has a fraction of the paid employees that were there when the

case began – many needs are being filled by volunteers from the Dallas area and elsewhere, but service is definitely diminished.

III. Projects and Assigned Tasks:

Meetings` One of the suggestions was that the national committees meet regularly and record minutes – this has been done with some limited success by using Zoom and HPM Mackey has agreed to serve as secretary, --recording the minutes.

Communications - The committee has published a quarterly *Scoutingram* which has been distributed to commanders for distribution to Scouting outreach coordinators and others interested.

Patch - The MOWW patch recognizing Eagle, Summit, Quartermaster and Gold Award Scouts has been very favorably received by many chapters and the COL Roosevelt chapter of NY is supplying those chapters interested in using it at a cost of less than \$2.00 per. ***The Scouts love it!!!!***

Certificates_ The committee will work closely with the Chief of Staff to ensure that the needed revisions to the award certificates are made when they are reprinted.

IV. Implications on MOWW Strategic Goals –

1. Recruit, Convene and Involve Companions: New members have been added to the committee and they are actively involved in the work of the committee and their local chapters. The zoom meetings of the committee have allowed companions all over the USA to be involved in the work of the committee.
2. Provide Companion leadership Training – Done through various means – email, reference to specific Scouting training, etc.
3. Mentor and Develop Companions- Committee members new to the Order or to the Scouting Committee have been mentored as to our work and encouraged to “think outside the box” as to how we might improve our particular outreach program.
4. Conduct Chapter Advertising and Publicity- We have had several photos in the *OR* showing companions presenting awards. Articles previously submitted to the *OR* will be rewritten and resubmitted for publication and, in addition, Scouting coordinators will be encouraged to submit articles for publication in their local press regarding MOWW Scouting award presentations.
5. Expand and Improve Chapter Outreach Programs – Chapters are encouraged to award BPH Medals to Scouts whose projects affect veterans, military, or national security interests. The patch has raised the “WOW” factor as certificates (MOWW and others) are nice but typically end up in a scrapbook or drawer whereas the Scouts can wear the patch on their uniforms!
6. Recognize Companion Excellence – We continue to promote the various companion awards – the Outreach Medal, the Baird Award, and the Community Service Award (for the BSA Scouters) and others.

V. Conclusions - The committee needs to continue to meet regularly and to seek out additional ways to motivate chapters and companions to reach out via the Boy and Girl Scout programs.

VI. Recommendations:

1. Companions at all levels seek out scout projects and other actions that deserve recognition with Bronze Patrick Henry Awards.
2. The committee prepares articles for the OR that are useful for companions/chapters in their outreach programs.
3. The Chief of Staff consider making the patch now sold by the COL Roosevelt Chapter of NY a MOWW "Store" item.
4. The Scouting Committee "tell it's story" at the 2022 National and future MOWW conventions via displays and interaction with companions at all levels.

FOR THE GOOD OF THE ORDER

ROBERT F. SCHLEGEL, JR., USA (Ret)
Chair, Scouting Committee

STRATEGIC PLANNING COMMITTEE | ANNUAL REPORT

1. Committee Members:

Chair, IPCINC – Frederick R. Lopez, BGen, USMCR (Ret)
First Vice Chair, Victor Perez, BG, USAR (Ret)
Second Vice Chair, David J. Worley, USAF (Ret)

Committee Members:

Deborah Dombeck, Capt, USCG (Ret)
Adalberto Rivera, Col, USAF (Ret)
David A. Anderson, LTC, USA (Ret)
Paul S. Hodges, LTC, USA (Ret)
Earl M. Johnson, Maj, USAF (Ret)
Robert Melson, CPT, USA (Fmr)

2. Committee Task: Conduct an annual strawman review of the Order's *Strategic Plan*, including:

- a. With a sense of urgency take a step back and ask the key question: Are we relevant and how do we become relevant as an Order? We are an aging Order: How do we bring younger members into the fold?
- b. Acknowledge and clearly define the Order's current state and the environment in which it operates.
- c. Clearly define, as detailed as possible, the Order's desired end-state: Who do we want to be and what do we want to do?
- d. Review, update and prioritize the Order's Strategic Goals.
- e. The committee's business is part of an overall process to achieve what was set in motion at the 10 November 2021 Top-8 meeting towards rejuvenating the Order, with the goal to make MOWW more identifiable, relevant within the community, and appealing to potential members. The overall process is extensive and will take time to accomplish.

The initial step for the committee was for each member to conduct an assessment within their chapter, region, and other resources to answer the following questions:

- What makes us unique among the 127 nationally listed VSO's that exist today?
- What is your overall assessment of the status of our Order?
- Are we meeting the vision and mission of the Order? To what degree?
- What are the strengths of our Order?
- What are the issues that prevent the Order from meeting its full potential?

At the 3rd meeting of the committee, they were asked to respond to the following:

- Do we as an Order want to be "everything to everybody?"
- Are we Veterans focused or Patriotic Education focused?
- Regardless of the wording, do we know/understand our Mission and Vision statements?
- Are the Strategic Goals correct?

The next tasking was for the committee members to review the 6 Strategic Goals, and make recommendations on keeping the goals, modifying, or deleting individual goals. SVCINC Perez suggested to all committee members that when they review VCINC Worley's suggested goals that they use the "SMART" approach: each goal should be Specific, Measurable, Achievable, Relevant, and Time-based.

At this juncture it was decided to back up and investigate the engagement of the services of a professional Strategic Planning Consultant in order to make sure we are following the most efficient and value-added path toward Strategic Planning.

3. Conclusions. The committee provided a wealth of ideas and opinions, and healthy discussions ensued on our Order. Our Order is unique and has an extremely valuable role in the communities across our nation. We need to take the time to get the Strategic Plan right. My thanks to the committee members for their efforts and this valuable experience.
4. Recommendations. The Strategic Planning Committee for OY-2022 continue the task as outlined above.

FOR THE GOOD OF THE ORDER

FREDERICK R. LOPEZ, BGEN, USMCR (Ret)
Chair, Strategic Planning Committee

VETERANS AFFAIRS COMMITTEE | ANNUAL REPORT

Committee Members:

Chair, Reginald Brown, LTC, USA (Ret); reginaldbrown575@gmail.com; 575-756-8356

Vice Chair, Michael P. Peck, COL, USA (Ret); colpeck@yahoo.com; 805-964-9546

The committee goal for 1 July 2021 to 30 June 2022 was to remind and encourage chapter commanders to record, report and publicize their activities with Veterans.

The Objectives were:

- To have monthly email contact.
- To provide examples of how to publicize the importance of the Veteran activity.
- To have more than 10 chapters report their activities by submitting for the Veterans Support award.

The goal and objectives were met; monthly emails with examples were sent, provided clarification guidance to a chapter in Region I and 12 chapters submitted for the Veterans Support Award in 2021.

-Several regions or chapters continue to work directly with their state legislators on Veteran issues.

-2022 March 29, Illinois governor Pritzker signed Senate Joint Resolution 28 naming US Highway 20 as Medal of Honor highway. US Highway 20 runs from Oregon to Massachusetts, a 12-state compact. This was a collaborative initiative by the Chicago MOAA and MOWW chapters.

<https://www.ilga.gov/legislation/fulltext.asp?DocName=&SessionId=110&GA=102&DocTypeId=SJR&DocNum=28&GAID=16&LegID=136056&SpecSess=&Session=>

-Submitted MOWW Policy Manual updates for Veterans Affairs Committee section in 2022 February. The updates were mostly word choice changes, not policy.

-Submitted MOWW website updates. The updates further clarify our services to Veterans:

Encourage Individual Veterans to use the Department of Veterans Affairs (VA). <https://www.va.gov/>.

Encourage Veteran Community networking and collaboration

Encourage chapter commanders to enhance the MOWW programs

Encourage Veteran Advocacy for legislation at the city, state, and federal levels.

Encourage awareness of congressional legislation concerning veterans. <https://www.congress.gov/>

Encourage participation in development of Monuments and Memorials.

Here is an example of the monthly Veterans Affairs Note as a reminder to record activities monthly.

Veterans Affairs Note, 2021 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 and Shelby Hargrove attended the Region VII Conference to report on the business of the region and enjoy great comradery.

- 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/>

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

Military Spouse Appreciation Day 12 May

Children of Fallen Patriots Day 13 May

Armed Forces Day 20 May

FOR THE GOOD OF THE ORDER

REGINALD BROWN, LTC, USA (Ret)

Chair, Veterans Affairs Committee

RECOGNITION OF EXCELLENCE

MOWW NATIONAL CITATIONS

REGION COMMANDER RECOGNITION

- | | | |
|----|-------------|---|
| 1. | Region I | LTC David A. Anderson, USA (Ret)
Worcester Chapter, MA |
| 2. | Region VI | COL Darryl J. Reyes, USA (Ret)
Sun City Center Chapter, FL |
| 3. | Region XIII | CAPT Michael A. Isban, USN (Ret)
West Valley Chapter, AZ |
| 4. | Region XIV | Brig Gen Daniel H. Pemberton, USAF (Ret)
Conejo Valley Chapter, CA |

DEPARTMENT COMMANDER RECOGNITION

- | | | | |
|----|------------------------------|---|-------------|
| 5. | Department of Arizona | HPM Robert L. Freed
COL Stephens-Apache Trail Chapter, AZ | Region XIII |
| 6. | Department of the Rio Grande | CPT Paula R. Mitchell, Ed.D., USAR (Fmr)
Greater El Paso Chapter, TX | Region XIII |
| 7. | Department of Hawaii | SP5 Leslie A. Loo, USAR (Fmr)
Capt Dillingham Memorial Chapter, HI | Region XIV |

CHAPTER COMMANDER RECOGNITION (STANDARD CHAPTER)

- | | | | |
|-----|------------------------------------|--|-------------|
| 8. | Greater Boston Chapter, MA | CAPT Alan G. Rieper, USN (Ret) | Region I |
| 9. | Fort Knox Chapter, KY | LTC Lawrence A. Herzog, USAR (Ret) | Region II |
| 10. | GEN Ridgway-Pittsburgh Chapter, PA | LTC Charles D. Chasler, USA (Ret) | Region III |
| 11. | Philadelphia Chapter, PA | CPT John H. Ansley, Jr., USA (Fmr) | Region III |
| 12. | Hampton Roads Chapter, VA | Col William E. Townsley, USAF (Ret) | Region IV |
| 13. | Prince George's County Chapter, MD | HPM Ethel L. Goodwine | Region IV |
| 14. | Virginia Piedmont Chapter, VA | HPM Charles W. Bennett, Jr. | Region IV |
| 15. | Augusta Chapter, GA | Lt Col Lyle L. Ballance, Jr., USAF (Ret) | Region V |
| 16. | Puerto Rico Chapter, PR | COL Daniel Osorio, USA (Ret) | Region VI |
| 17. | Dallas Chapter, TX | LT Charles D. Daniels, USNR (Fmr) | Region VIII |
| 18. | Hill Country Chapter, TX | Lt Col Mary L. Blacharski, USAF (Ret) | Region VIII |

19.	COL Stephens-Apache Trail Chapter, AZ	HRM Charles E. Mackey	Region XIII
20.	Colorado Springs Chapter, CO	Lt Col Richard D. Peters, USAF (Ret)	Region XIII
21.	Denver Chapter, CO	Col Ronald J. Rakowsky, USAF (Ret)	Region XIII
22.	Greater El Paso Chapter, TX	CPT Robert G. Melson, USA (Fmr)	Region XIII
23.	MG Miles Chapter, NM	HPM Vernon V. Haywood, Jr.	Region XIII
24.	Phoenix Chapter, AZ	COL Jeanne J. Blaes, USA (Ret)	Region XIII
25.	Santa Cruz Valley Chapter, AZ	LTC Ken Robinson, USA (Ret)	Region XIII
26.	West Valley Chapter, AZ	MAJ Kenneth E. Coffman, USA (Ret)	Region XIII
27.	Capt Dillingham Chapter, HI	LTC Jeffrey G. Tom, USA (Ret)	Region XIV
28.	COL Woolsey Chapter, CA	LTC Dieter J. DuPont, USA (Ret)	Region XIV
29.	GA Bradley-COL Hanson Chapter, CA	Lt Col Raffi G. Najarian, CAANG	Region XIV
30.	San Diego Chapter, CA	QM3 Richard W. DeRosset, USN (Fmr)	Region XIV

GOLD PATRICK HENRY AWARDS | CINC, SVCINC, VCINCS & IPCINC

PRESENTER

RECIPIENT

CINC LTC Michael A. Okin, MD, USA (Ret) (3)

Captain Edward W. Gantt, USA (Ret)
Prince George's County Chapter, MD - 163

Captain Paula R. Mitchell, Ed, D., USAR (Fmr)
Greater El Paso Chapter, TX - 70

Colonel Kenneth D. McCreedy, USA (Ret)
General Meade Chapter, MD - 26

LCDR Paul B. Webb, USN (Ret)
Virginia Piedmont Chapter, VA – 30

SVCINC BG Victor S. Perez, USA (Ret) (1)

Mr. Robert Soderstrom HPM
Atlanta Area Chapter, GA - 51

VCINC CAPT Edward W. Gantt, USN (Ret) (1)

LTC William K. Rapp, USA (Ret)
LTC Shehab Chapter, NJ - 246

VCINC LTC Charles R. Conover, Jr., USA (Ret) (1)

Lt Col Frank M. Zahrobsky, USAF (Ret)
Sun City Center Chapter, FL - 226

VCINC Lt Col David J. Worley, USAF (Ret)

Lt John S. McConnel, USNR (Fmr)
Puget Sound Chapter, WA - 120

VCINC Col Marlon Ruiz, USAF (Ret)

LTC Jesus Beltran, USAR (Ret)
Greater El Paso Chapter, TX - 70

DISTINGUISHED LEADERS
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
13. Gen Peter Pace

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)

COMMANDERS IN CHIEF | ELECTED (Continued)

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. Wetzal, 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)
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*

