

# OFFICER REVIEW

THE MILITARY ORDER OF THE WORLD WARS

DECEMBER 2013  
Volume 53 • Number 5



## We Choose To Go To The Moon

### ALSO IN THIS ISSUE:

- Medal of Honor at Westminster Abbey
- Turning Point





# Serving As Role Models

Why am I an MOWW Companion? There are many reasons, but MOWW Youth Leadership Conferences (YLCs) provide part of the answer.

Recently I attended the Huntsville YLC. That YLC was proof that we should be confident that MOWW is making a difference! We are providing opportunities for young people, and they are responding in the way they lead—with passion, confidence and knowledge.

YLC attendance transforms young people. YLC students go from being students merely attending a conference to engaged citizens who are energized team members and leaders. The YLCs provide them the means to learn how to best work together and meet challenges, both of which being invaluable life skills.



How did they become YLC students? We Companions made it possible—by living our motto, “It is nobler to serve than to be served.” We served them by sponsoring them, coordinating YLC activities, donating resources and time to YLCs, and participating as YLC staff or instructors. Our YLC students appreciate the fact that we are investing in them. Importantly, they also see us as inspirational role models—something much needed today.

## Strategic Goal #2: Strengthen MOWW's Outreach Programs

How can we achieve Strategic Goal #2 and provide patriotic education that has a lasting impact on our nation's youth and on the adults that support them? We can host or participate in YLCs, Massing of the Colors, national holiday observances and more. Please contact COL Dick Minor (Chair) and Col Dave Gibson (Vice Chair) of the Patriotic Education Committee to discuss ideas, share experiences and connect with others in the spirit of companionship.

As we enjoy serving together and conclude another successful year, Dan and I wish all Companions and their families a joyous season with family and friends.

*Deborah A. Kash*

DEBORAH A. KASH, Captain, USAF (Ret)  
Commander-in-Chief, MOWW

## MOWW OFFICERS

### Commander-in-Chief

Capt Deborah A. Kash (AF)  
[debbie.kash@gmail.com](mailto:debbie.kash@gmail.com)

### Senior Vice Commander-in-Chief

Capt John M. Hayes (AF)  
[mjmhayes@msn.com](mailto:mjmhayes@msn.com)

### Vice Commanders-in-Chief

LTC Wayman J. Johnson, (A)  
[waymanrosa@atlanticbb.net](mailto:waymanrosa@atlanticbb.net)

COL Clay C. Le Grande, Jr. (A)  
[c.legrande@cox.net](mailto:c.legrande@cox.net)

Col David B. Gibson (AF)  
[dave\\_digib@comcast.net](mailto:dave_digib@comcast.net)

LTC Ruth L. Hamilton (A)  
[ruth12345@aol.com](mailto:ruth12345@aol.com)

### Treasurer General

LTC John H. Hollywood (A)  
[jhhollywood@verizon.net](mailto:jhhollywood@verizon.net)

### Assistant Treasurer General

CDR Robert F. Hartman III (N)  
[rfrh3rd@gmail.com](mailto:rfrh3rd@gmail.com)

### Judge Advocate General

COL Earle F. Lassetter (A)  
[earlelassetter@pmkm.com](mailto:earlelassetter@pmkm.com)

### Assistant Judge Advocate General

LT Stuart M. Cowan (N)  
[stuartgm@juno.com](mailto:stuartgm@juno.com)

### Surgeon General

CPT (Dr) Robert E. Mallin (A)  
[remhtssgps@earthlink.net](mailto:remhtssgps@earthlink.net)

### Assistant Surgeon General

Col (Dr) S. John Whidden (A)  
[swhidden@aol.com](mailto:swhidden@aol.com)

### Chaplain General

CDR William J. Houston (N)  
[padrebill@hughes.net](mailto:padrebill@hughes.net)

### Assistant Chaplain General

COL Murray J. Berger (A)  
[murrayberger@yahoo.com](mailto:murrayberger@yahoo.com)

### Historian General

CDR Robert F. Hartman III (N)  
[rfrh3rd@gmail.com](mailto:rfrh3rd@gmail.com)

### Assistant Historian General

LTC Arthur B. Fowler, (A)  
[afb3@verizon.net](mailto:afb3@verizon.net)

### General Staff-at-Large (Elected)

LTC John H. Hollywood (A)  
[jhhollywood@verizon.net](mailto:jhhollywood@verizon.net)

LTC William Rapp (A)  
[williamrapp@mac.com](mailto:williamrapp@mac.com)

LTC Don B. Munson (A)  
[don.munson@tx.rr.com](mailto:don.munson@tx.rr.com)

Maj Robert J. Williams (AF)  
[rbtwill1@verizon.net](mailto:rbtwill1@verizon.net)

Maj David E. Wirsig (MC)  
[dwirsig@irvingisd.net](mailto:dwirsig@irvingisd.net)

### General Staff-at-Large (Appointed)

BGen Daniel H. Pemberton (AF)  
[dhpinto@aol.com](mailto:dhpinto@aol.com)

MG Donald L. Jacka, Jr. (A)  
[khrc@swbell.net](mailto:khrc@swbell.net)

LTC Shaun B. McGarry (A)  
[shaunsbm@cox.net](mailto:shaunsbm@cox.net)

CAPT Frederick T. Massey (N)  
[frederick7815@att.net](mailto:frederick7815@att.net)

Linda Ebert-Aruff (HPM)  
[lindaebert@msn.com](mailto:lindaebert@msn.com)

# OFFICER REVIEW

THE MILITARY ORDER OF THE WORLD WARS



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### ON THE COVER

Astronaut Buzz Aldrin poses for a photograph beside the deployed United States flag during an Apollo 11 Extravehicular Activity (EVA) on the lunar surface.  
Source: NASA Photo ID AS11-40-5875.





# We Choose To Go To The Moon

CAPT MICHAEL HALPIN, USMC  
COMMANDER, PHOENIX CHAPTER (092), AZ

*"We choose to go to the moon. We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win, and the others, too."*

*—John F. Kennedy  
Moon Speech  
Rice Stadium, Houston, TX  
12 September 1962*





**O**n 25 May 1961, President John F. Kennedy stood before Congress to deliver his annual State of the Union speech. In this speech he set the goal of “before this decade is out, of landing a man on the moon and returning him safely to the earth.” This ambitious goal was set when America had one manned suborbital flight to its credit, i.e., Alan Shepard’s 15-minute flight just 17 days after the first orbital flight of Russian Yuri Gagarin. This decision occurred at a time when no one knew how to accomplish such a goal, let alone knew if it was even possible. No one knew if man could survive in a weightless condition for the time it would take to go to the moon and return. No one knew if man could survive space radiation or any of the other hazards of space.

This article will review those leadership skills needed to accomplish things never before done and which many thought impossible. It will look at the qualities the many leaders at all levels had to find inside themselves, and the techniques needed to accomplish such an ambitious goal and to lead those who would accomplish it.



Accomplishing the goal of completing any project or achieving a desired outcome—regardless the difficulty—takes a combination of leadership and management skills, balancing both and prioritizing that which is needed for the next step towards the goal. In achieving President Kennedy’s goal, NASA faced several overwhelming challenges. Could man survive in space? Could the United States develop new metal alloys? Could spacecraft maneuver in space? Could two spaceships rendezvous in space? Could a spaceship land on the moon and take off again?

These and thousands of other questions, including questions never thought of before, had to be answered and technical obstacles had to be overcome. It had not been too many years since scientists and engineers believed that the sound barrier was unbreakable or that it was impossible to maneuver in space since space is a vacuum.

National and NASA leadership were able to harness the intellectual power hundreds of engineers and scientists to overcome unanswered questions. Despite the death of the space program’s inspirational leader and tragedy on the launch pad that cost the lives of three astronauts and delayed the program for almost two years, how did the United States still achieve Kennedy’s goal by landing men on the moon eight years and two months later?

The answer lies in the leadership and management skills possessed by the senior leadership of NASA, which kept the program on target and accomplished the thousands of smaller goals necessary to achieve the final goal.

With this in mind, we should begin by defining the basic distinction between management and leadership as you manage things and you lead people. This emphasizes the two basic roles that a project leader must perform.

The vision, the inspirational leadership, and finding the money to accomplish the impossible task of going to the moon necessarily had to come from the President and the Congress. The man tasked with managing and leading this effort through most of the 1960s was NASA Administrator James E. Webb. He and multitude of scientists, technicians, astronauts and thousands of

*Page opposite and below:*  
**President John F. Kennedy rallies the nation and Congress to the idea of landing a man on the moon.**

Photo: Robert Knudsen, White House



#### **COMPANION LEADERSHIP TIP:**

**Chapters can use the leadership lessons described in this article to achieve the Strategic Goals of the Military Order at the chapter level**

others, each accomplishing a multitude of smaller goals, put the first man on the moon.

What were the qualities Mr. Webb and other leaders had to possess to complete such an impossible project? One was certainly courage. As former British Prime Minister Winston Churchill observed, "Courage is the first of human qualities because it is the quality which guarantees all others."

Of all of the qualities of leadership, none is more important than courage as it allows a leader to utilize all of their other qualities. It takes courage to accept the responsibility and to make the critical, timely decisions needed to achieve any worthwhile goal, especially one with so many odds stacked against it and with international ramifications.

Being willing and able to accept responsibility for such a project, and being willing and able to not only make the necessary decisions, but to defend those decisions are the other key qualities that a leader must possess or develop. Mr. Webb took on the responsibility for keeping the project on goals by keeping a firm hand on the reins. He ran NASA with tightly centralized control from its Washington headquarters, but he also

had the courage to support the decisions made at a technical level, e.g. cancelling Mercury-Atlas missions 10, 11 and 12 after Gordon Cooper's flight in May 1963 to move forward with the two-man Gemini Program.

After the Apollo 1 fire, he accepted much of the responsibility for the tragedy to protect NASA and its people from outside critics but held many senior NASA officials responsible for failing to keep him informed of the problems in the manufacture of the first

**Charred remains of the Apollo 1, after the crew perished in a fire.**

Source: <http://ganymede.nmsu.edu/>

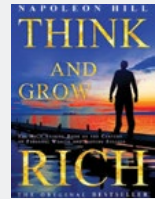
**Below right: Mission insignia Apollo 1**



## COMPANION LEADERSHIP TIP:

**"First comes thought; then organization of that thought, into ideas and plans; then transformation of those plans into reality. The beginning, as you will observe, is in your imagination."**

**—Napoleon Hill**



Apollo spacecraft. Under his leadership, NASA was able to complete the difficult investigation of determining the causes of the fire, fix the problems and once again launch manned missions within 21 months. This was eleven months faster than NASA was able to recover from the Challenger disaster in January 1986, with its easier to determine cause.

The leadership at NASA demonstrated the two primary tasks of leadership i.e., of getting the job done while taking care of people. The leadership also proved that to accomplish such a challenging mission takes a leader who can act with confidence. Such an achievement cannot occur with a leader who acts out of a fear of failing.

The answer as to how we might accomplish any goal, especially one as complicated as landing a man on the moon, lies in history. Successful leaders know history and they how to use it. One of the best books written on the history of finding the answers to achievement is "Think and Grow Rich" by Napoleon Hill (Publisher: Tribeca Books, ISBN-10: 1612930298, ISBN-13: 978-1612930299). In this book inspired by the great industrialist Andrew Carnegie, Hill explains how people can succeed at almost anything they want, whether the objective is personal riches or great projects like going to the moon.

Both the national leaders and NASA leaders used the principles outlined in this book, starting with President Kennedy's very specific goal of "before this decade is out, of landing a man on the moon and returning him safely to the earth." With that statement a specific goal was set, a clear goal that defined the objective for everyone and specified the date of its achievement.

The burning desire to achieve that goal grew from the challenge from the Soviet Union (with which the US was fighting a cold war over global dominance of political ideas) and the enthusiasm of everyday



Americans in seeing science fiction become science fact. With President Kennedy's assassination in November 1963, the project lost its inspirational leader. However, due to the manner of his death, the program did not lose its way and slowly die a quiet death. Instead, it ignited a new burning desire to accomplish its goal in tribute to its fallen leader. Another essential principle set forth in *Think and Grow Rich* is the importance of forming a mastermind group. The old saying that two minds are better than one is true provided both minds do not think alike. The idea behind the mastermind group is for a leader to surround themselves with other minds that can generate new ideas that help achieve the goal.

Leaders must pick members of any group tasked with achieving an object with care to ensure they are supportive of the overall goal. While they do not have to be from the same technical field as the leader, they must be able to offer new ideas for consideration. The members are also not there just for the leaders benefit. They all must benefit. To have a group that meets regularly over a long time to brainstorm ideas, all of its members must benefit. The members are a mastermind group for each other.

The mastermind group idea was critical to accomplishing the goal of putting a man on the moon.



The enormous complexity of the task, especially with all of the new inventions and technology to be developed, such an effort would overwhelm one man or even a small group. Think of an aircraft carrier. It has one leader in command, the Captain. However, the Captain

**TIME Magazine cover of Yuri Gagarin, a cosmonaut from the Soviet Union, APRIL 1961.**

cannot run the ship by himself. In fact, it takes a crew of about 5000 sailors to make the ship function successfully. The ship has several functional areas, with the head of each being answerable to the Captain. In addition to running their department, each becomes a key advisor to the Captain in their specialty area. The same is true for the moon project. It took the brains of thousands of people to achieve the goal, each offering important ideas that contributed to achieving the final goal.

There are several other principles outlined in the

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Space is open to us now; and our eagerness to share its meaning is not governed by the efforts of others. We go into space because whatever mankind must undertake, free men must fully share.

I therefore ask the Congress, above and beyond the increases I have earlier requested for space activities, to provide the funds which are needed to meet the following national goals:

First, I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to earth.

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No single space project in this period will be more exciting, or more impressive, or more important for the long-range exploration of space; and none will be so difficult or expensive to accomplish. Including necessary supporting research, this objective will require an additional \$531 million this year and still higher sums in the future. We propose to accelerate development of the appropriate lunar space craft. We propose to develop alternate liquid and solid fuel boosters of much larger than any now being developed, until certain which is superior.

**President John F. Kennedy's "Moon Speech" edits show that he decided to present the idea and not the price tag.**

**US astronaut Buzz Aldrin, descends the steps of the lunar module as he prepares to walk on the moon's surface following colleague Neil Armstrong.**

book for achieving a goal. These include being open to ideas that just seem to pop into your head, obtaining specialized knowledge, organized planning, the ability to make decisions, being persistent in accomplishing the goal, enthusiasm for accomplishing the goal, training your subconscious mind to constantly work at overcoming the obstacles, and developing a sixth sense.

Napoleon Hill's book is more than just an outline for getting rich. More importantly, it also outlines a roadmap for successfully accomplishing any established goal. This is the roadmap used by NASA in putting a man on the moon.

The final task of the leader is leading the people who work for him. How do you lead people who have jobs that you do not how to do yourself? For example,

how does one run a piano factory without personally knowing how to make a piano? The answer, of course is that was not the job. Instead, the job is making it possible for those who know how to make pianos to make pianos.

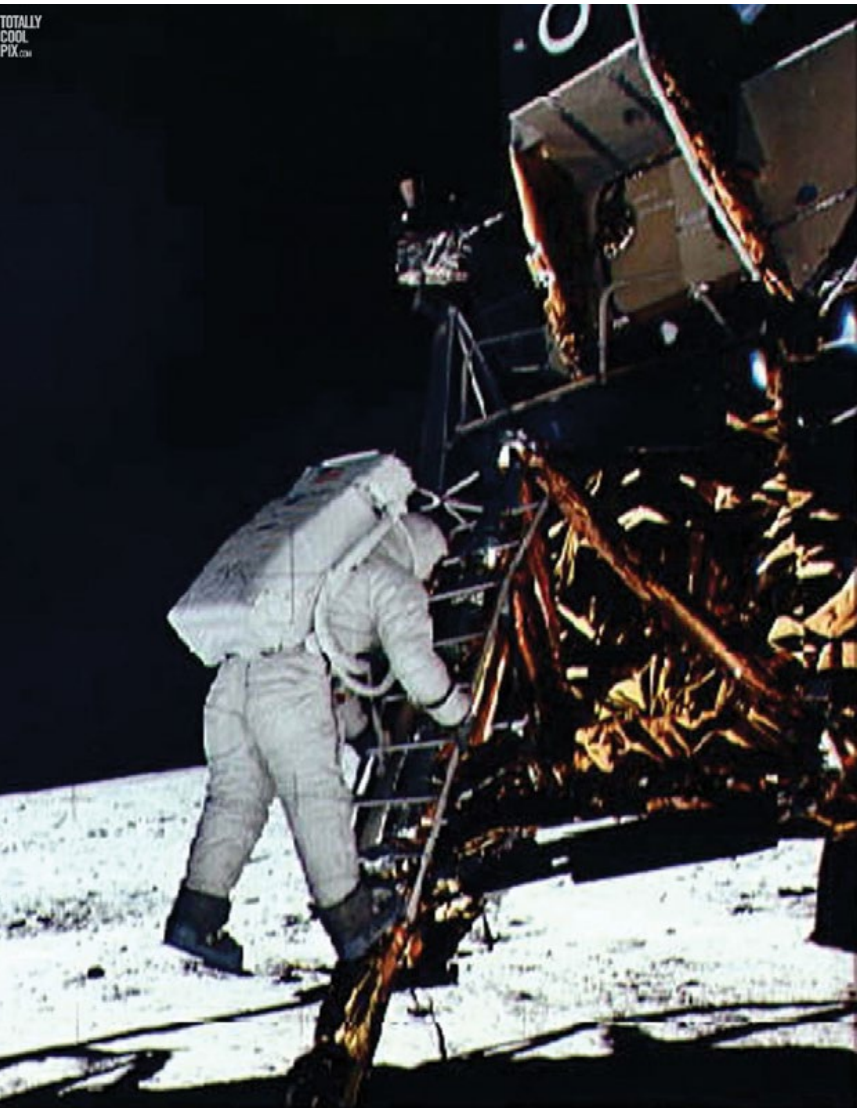
Such was the job for the head of NASA and for each of the many areas that contributed to achieving the final goal. To illustrate, the head of the launch vehicle section developed new rockets. The head of the spacecraft section developed the spacecraft. The head of the astronaut office ensured astronauts were qualified and properly trained, selected the crew for each flight, developed recovery systems, etc.

Each of these leaders had to lead the technicians assigned to accomplish the assigned task. How did they do it? What leadership techniques did they use to get the job done? When you begin to lead human beings, you get to deal with all of their desires, worries, fears, likes and quirks. How do you get the best out of your team with all of their individual peculiarities and human failings?

Start with making sure all involved know the big picture, the ultimate goal, the role each will play in achieving it, and how their tasks impact other tasks. During the moon race, the head of NASA made sure that everyone knew that they were all working towards the same goal, achieving Kennedy's goal.

They were not working just to accomplish their smaller goal such as building the right spacecraft. The spacecraft had to work in conjunction with all of the other sections under development. It was not good enough to build the best spacecraft if it never went to the moon. The spacecraft design must allow it to fit on top of the rocket that sent it to space, it had to meet the needs of the astronauts, and it had to work along with all of the sections taking them to the moon. Everyone involved in achieving Kennedy's goal knew that was the ultimate prize.

Success was critically dependent on each section being encouraged to use their initiative. No one at NASA headquarters in Washington was directing each section on how to do their job. Rather they let each use their expertise and initiative to create their part of the puzzle. It was Washington's job to make sure all were talking to each other, while also resolving any differences between the sections. James Webb made the big decisions on the overall program but let





the specialists make the technical decisions in their particular field.

Since the assigned job was something totally better, NASA understood that the existing rules could not always apply. They understood that rules would have to be broken if they were going to achieve their goal. In encouraging each section to use their initiative they understood they were encouraging them to break the rules.

Do not just repeat things done before. Instead, develop better ways to get the job done. NASA headquarters delegated their authority, giving each the authority to act how they thought best. However, in doing so they never delegated their responsibility. The responsibility for putting a man on the moon remained with NASA headquarters while the authority to provide their part of the means to do so rested with each section.

The leadership skills of James Webb, along with all of the leaders of the specialized sections, were critical to meeting Kennedy's goal of landing a man on the moon before the end of the decade. It was these skills that allowed the harnessing and channeling of a diverse field of skills and expertise to accomplish the goal.

Without strong leadership, the quest to put a man on the moon would have broken down into parochial disputes, competing priorities and negativism that would have certainly prevented NASA from meeting the target date. Perhaps other political priorities would have delayed or prevented realization of the dream.

When Apollo 11 Commander Neil Armstrong stepped onto the moon on 20 July 1969, that accomplishment resulted from a team of thousands of skilled and well-led people who achieved the impossible. It would not have happened without outstanding leadership skills throughout the team-oriented organization that accomplished the task once thought impossible. ★



*Michael Halpin served as a Marine Corps Captain and he is currently the Phoenix Chapter Commander. He is the Airport Manager of the Grand Canyon National Park Airport and teaches leadership at both the Sunbelt and AZYLC Youth*

*Leadership Conferences.*

*Editor's Note: This article is part of a leadership course being developed for use in MOWW Youth Leadership Conferences.*

**View of the earth rising over the moon's horizon taken during the Apollo 11 mission in 1969.**



# Medal of Honor at Westminster Abbey

CAPT HARRY H. WEINBURG, SC, USN (RET)  
COMMANDER, REGION I



On 17 October 1921, General of the Armies John J. Pershing presented the Medal of Honor (MOH) to the Dean of Westminster Abbey at the tomb of Britain's Unknown Warrior of World War I. The Abbey will attach the medal to a pillar overlooking the tomb.

Referring to the unknown warrior as the symbol of so many who perished, General Pershing stated, "It was he who without hesitation bared his breast against tyranny and injustice. It was he who suffered in the dark days of misfortune and disaster. Gathering new strength from the very force of his determination, he felt the flush of success without unseemly arrogance."





General Pershing went on to say, “As we solemnly gather about this sepulcher, the hearts of the American people join in the tribute to the English speaking kinsman. Let us profit by the occasion and under its inspiration pledge anew our trust in the God of our fathers, that he may guide and direct our faltering footsteps.”

It is traditional in Region I that our membership overlaps with other patriotic and veteran organizations and that all join in the activities sponsored by each other. On 6 October 2013, with words of the Order’s founder still very much appropriate, 14 MOWW Companions from three Region I chapters marched into Westminster Abbey as part of the Ancient and Honorable Artillery Company (AHAC) of Massachusetts’ 120-member contingent and formed a double line alongside the tomb of Britain’s Unknown Warrior.

This honor guard supported MOWW PM and MOH recipient CAPT Thomas J. Hudner, USN (Ret), as he presented the MOH flag and the MOH medal to the current Dean of Westminster Abbey, the Very Reverend Dr. John Hall, thereby replicating the ceremony of General Pershing’s presentation of the MOH ninety-two years ago.

The new MOH will also be attached to a pillar overlooking the tomb. After Captain Hudner and AHAC’s Captain Commanding Francis J. Magaletta laid a wreath in honor of the Unknown Warrior, Taps echoed throughout the Abbey. Also accompanying CAPT Hudner and the AHAC contingent was Maj General L. Scott Rice USAF, the Adjutant General of Massachusetts.

AHAC of Massachusetts was in London as part of their annual Fall Field Tour of Duty. Other activities included presenting a MOH flag and a wreath laying ceremony at Brookwood American cemetery near London where 468 American soldiers from World War I are interred. AHAC also visited Sandhurst Royal Military Academy for lunch in the India Army Memorial Room and a facility tour. Following the Westminster ceremony, the Honourable Artillery Company (HAC) of London, the second oldest military organization in the world after the Vatican’s Swiss Guard, hosted AHAC for lunch at their historic Armory. The London visit also included a formal dinner hosted by the Lord Mayor of the City of London at the Mansion House. Attendees included



senior American and British Military Officers, the Duke of Kent, and members of the AHAC. The conclusion of the London trip was a reception at the RAF Officer’s Club in London where a photo was taken of 13 of the MOWW Companions on the trip. Companions from the Greater Boston, Worcester and MG Joshua Chamberlain were present for all events. ★



The AHAC of Massachusetts was chartered in 1638; it is the third oldest continually operating military organization in the world. Since the advent of practical commercial air travel, AHAC has been visiting different locations around the globe on good will missions for the United States.

AHAC has their Headquarters in the Armory atop historic Faneuil Hall in Boston. The Armory and its Museum is open to visitors at no charge. Past CINC Col Jim Elmer, and CINC Capt Debbie Kash, and their spouses toured the Armory in recent years. All MOWW Companions visiting Boston should visit the Armory and Museum.



*Captain Weinberg has a baccalaureate degree from Boston University and a Master’s Degree from George Washington University. After OCS, he attended the Navy Supply Corps School and later the Navy Command and Staff College. He served as a Supply Officer on several ships.*

*He also had multiple assignments to Navy and Joint Staffs, including CTF 73 (SERVGRU Three), the Logistics Agent for the Seventh Fleet, during the Vietnam War. He retired from the Navy in 1985, and was later a Senior Logistics Manager at Northrop’s Precision Products Division. In addition to MOWW positions, he was President of the Wardroom Club of Boston during its Centennial in 1999.*



# Turning Point

BY MAJ ROBERT M. KOMLO, USAF (RET)  
BRIG GEN SCOTT CHAPTER (204), GA

It was 26 March 2003 and Keith “Kiwi” Turner and I were flying an E-8 Joint Surveillance Target Attack Radar System (JSTARS) jet during Operation Iraqi Freedom (OIF). Like owls hunting prey in the dark of night, aircrews flying in the 93rd Expeditionary Airborne Command and Control Squadron used the plane’s 24-foot side-looking APY-7 phased array antenna radar system to pinpoint the enemy. Our mission was to detect and identify vehicles moving south out of Baghdad.

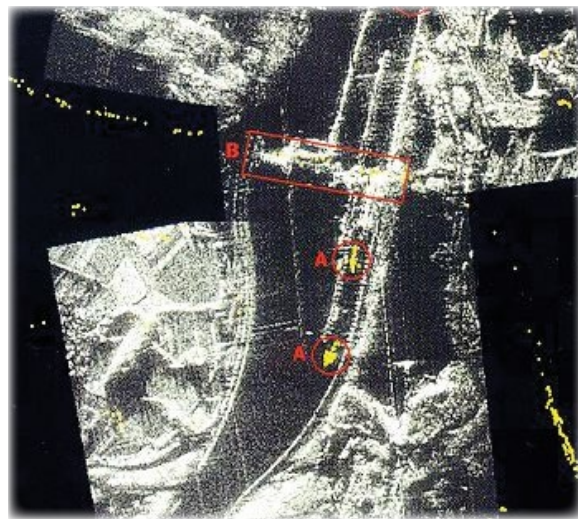
Kiwi and I were both former bomber pilots. I had flown the B-52G and Kiwi was a B-1 driver in a previous life. We were “cockpitted” together on this JSTARS mission early in the war. As the weather gods would have it, nearly the whole area was under a haboob-in-the-desert, or severe sandstorm, this fateful night. Little did we know that Saddam had a trick up his sleeve—an attempt to exploit the haboob.

Our overall objective on every mission was to support coalition ground forces heading north to put Saddam and his Ba’ath Party out of business. During some of the missions, we would fly over western Iraq to hunt for Scuds that, as I remember, did not raise their ugly heads anytime during OIF. You likely remember that the Scuds were a major threat in the early ’90s during DESERT STORM. However, this night we were in southeastern Iraq supporting the 1st MEF and Vth Corps, not Scud hunting.

Sometime after our Texaco (nickname for air refueling), we were in designated orbit and the Mission Crew Commander (MCC) came to the cockpit to inform us that the Combined Air Operations Center (CAOC) had reported that “an Iraqi 1,000-vehicle convoy is heading south.” Of course, this enemy convoy was expecting the haboob, plus the dark of night, to blind us to them. Their mission was to blunt the US Army and USMC invasion forces heading north. Knowing the depleted state of the Iraqi military, I told Kiwi that if there were 1000 vehicles on the move, they could not all be Republican

Guard armor forces. I expected they were a force of tanks, troop carriers, and support vehicles, plus a ragtag of commandeered taxis, commercial trucks, and rickshaws.

We modified our orbit in southeastern Iraq to adjust the side-looking radar, which is nestled in a 40-foot canoe-shaped radome under the forward fuselage, to get a better look at the Iraqi convoy. The enemy vehicles were on Highway 8 as it flows between Baghdad and Al Hillah. Almost immediately, our mission crew confirmed that there were a very large number of southbound “yellow dots” heading towards our forces. These “yellow dots” were computer symbology for each target detected by our radar.



Remember that this whole region was experiencing the haboob. The reason the enemy was moving south, while thinking that the sandstorm would cover them, was to blunt our forces with their counter-offensive. As I remember in my Civil War readings of May 1864 battles, U. S. Grant attempted “to steal a march” on Bobby Lee several times that spring by trying to outflank the rebels in Virginia. Apparently, Saddam was trying to steal a march under the cover of a haboob that night.



However, our team coordinated directly with friendly ground forces and provided precise information on the Iraqi advance. Successful air strikes were directed against the enemy force and there were no friendly casualties. However, there is more to how our all-star JSTARS crew did this.

Once we maneuvered the jet to give the perfect radar picture, the game was on. The MCC and the rest of our team managed the command and control with AWACS to direct USAF F-16s and RAF GR-7s onto the enemy targets. The fighters went low to attempt a visual on the mostly-Republican Guard forces. The F-16s reported being in a red haze with zero visibility and their threat warning suites showed anti-aircraft weapons systems all over the place. We had no issues with the visibility because the sandstorm did not affect our SAR system and its accurate presentation of yellow dots. Plus, we were at Angels 30 (30,000 feet) and sitting on the Vulture's Row, which you navy folks know as an aircraft carrier's viewing gallery for the observation of flight operations.

In addition to providing precise locations of the targets, we passed to the ground commanders critical data from our Moving Target Indication (MTI) system via the Common Ground Stations (CGS). The radar picture shown earlier that the CGSs passed to ground commanders facilitated battle planning. JSTARS data enabled commanders to determine location, size, which was pared down to about 250 vehicles, and speed of the enemy convoy and coordinate with tactical air control to get airborne B-52s to strike against the Guard.

Before all the targets were attacked that night we hit our bingo fuel and RTB'd (Return To Base). Another E-8 assumed our orbit after we passed real-time updates to them. Our efforts in prosecuting this mission were over but our sister ship ensured that bombs from B-52s and fighter aircraft rained on Saddam's armor and other vehicles. The contributions of JSTARS were critical to the good guys who were threatened by enemy forces hidden by the haboob.



Colonel Walter Boyne says in his book, "Operation Iraqi Freedom," that "The intent of Joint STARS was to create a platform that could operate in any weather, online, in real time, 24-hours a day, anywhere in the world." The defeat of Saddam's attempt to steal a march in a haboob shows that JSTARS exceeded that intent. In addition, the Chief of Staff's comment that this mission was "the turning point of the war" is impressive testimony to the capability of JSTARS. After this challenge by Iraqi armor, there was no turning back the 1st MEF, V Corps and the coalition ground forces. They put Saddam's forces out of business. I am proud to have been part of decisively stopping this last major counter-attack by the enemy.

By the end of 2012, the E-8 JSTARS logged more than 80,000 combat hours in support of Operations Joint Endeavor, Enduring Freedom, Iraqi Freedom, New Dawn, Odyssey Dawn and Unified Protector. The jet has also been to the Pacific to help keep in check North Korea. The successes of Team JSTARS were a direct result of the professional dedication of the men and women of the 116th Air Guard, the 93d, and 461st Air Control Wings. Hurrah to them and to the E-8's all-weather imaging, track detection, and ability to vector aircraft to interdict the bad guys. ★

# Remembering GA Pershing

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

The Military Order of the World Wars (MOWW) is a patriotic Veterans Service Organization (VSO) centered on the idea embodied in its motto that “It is nobler to serve than to be served.” The Military Order’s founding in 1919 resulted from General of the Armies John J. “Blackjack” Pershing’s request that his officers continue serving America after their active military service ended.

On 11 Nov 13, Companions of the MG Meade Chapter, Region IV, the Military Order, other VSOs, and US and military representatives of Allied nations during World War I participated in a time-honored memorial service at the grave site of GA Pershing. GA Pershing is an Honorary Commander-in-Chief of MOWW. MG Jeffrey S. Buchanan, Commander, US Army Military District of Washington, gave opening remarks. LTC Alfred H. M. Shehab, a Past Commander-in-Chief of The Military Order of the World Wars, provided the keynote address.



PCINC LTC Shehab, a World War II combat veteran, said about GA Pershing, “He had emerged from the cauldron of the Argonne Forest a victorious general and he later exclaimed in a toast, “To the men! They were willing to pay the price.” Prior to his death, GA Pershing was offered a special memorial in Arlington National Cemetery, which he refused. Instead, he said he wanted to rest with ‘his Boys.’”

PCINC LTC Shehab concluded by saying, “Now, we have just recognized General Pershing—his life and his service to our country. We also wish to express our deep and sincere appreciation to those representing our World War I Allies.... We are indebted to their military and civilians because they suffered tremendous casualties in World War I well before the United States became involved in the ‘Great War.... We honor you.” ★

Photos by George Markfelder (US Army Military District of Washington, Public Affairs), and Companions of the MG Meade Chapter (MOWW), MD.





# Honors Restored

LT COL DONALD R. AUBREY, USAF (RET)  
COL WOOLSEY CHAPTER (113), CA

**N**inety-seven year old MAJ William L. Muncaster, USA (Ret), of the COL Woolsey Chapter was the first motorized mail carrier in Goleta, CA, after the end of WWII. The area he serviced included the Santa Barbara Airport, which had been a Marine Corps Fighter pilot training facility during WWII.

During the war, the Marine Corps named 49 streets in the airport area after Marine pilots who had trained there and were lost during the war. About eight years later, MAJ Muncaster realized the street signs were gone. He found them in a trash pick-up point. He also discovered the City Manager decided to replace the pilots' names with conventional names, e.g., the names of trees or flowers. MAJ Muncaster brought the matter to Charles Begg (Commander, AMVET Post 55. Together they launched a protest, thereby helping to reverse the decision.

Bill discovered that the 48 signs with names were in the city limits of Santa Barbara. The location of the 49th sign was a few yards outside of the city limits. When questioned, the city engineer said the City of Santa Barbara could not to put up a sign in Goleta city

limits. So, off went Bill to the Goleta city engineer. Eventually, they found a map showing the location of the original sign. Bill then wrote a letter to the Mayor of Goleta, relating the story of the missing sign. The Mayor directed the sign's placement a few feet from where it originally stood.

MAJ Muncaster is proud of his having applied the precepts of our Order's Preamble, the "establishment of Memorials of the World Wars." MAJ Muncaster was assisted in this work by Gregory Dunlap, retired Goleta postal employees Robert Wignot and Richard Burson, former Goleta Mayor Ed Easton, Mayor Roger Aceves, Goleta City Manager Daniel Singer and the current owner of the property, the Hayward Lumber Company.



A book about this restoration effort in Santa Barbara resulted, and Bill has received a letter of thanks from the Mayor of Goleta. The photograph shows the street sign in its new location by the Goleta Railroad Station. ★

## Marine Corps Air Station Santa Barbara



to Marine squadrons that were trained to operate from aircraft carriers providing close air support for their fellow Marines on the ground.

Following the surrender of Japan and the subsequent drawdown of forces that ensued, the air station closed its doors in 1946 and today its property is home to the Santa Barbara Municipal Airport and the campus of the University of California, Santa Barbara.

**Marine Corps Air Station Santa Barbara (MCAS Santa Barbara)** was a US Marine Corps air station that was located in Goleta, CA, 70 miles north of Los Angeles during WWII.

Commissioned on 4 Dec 42, the air station consisted of an airfield that had been built into the Goleta Slough and served as a training base for numerous squadrons before they deployed to support combat operations in the Pacific Theater.

Later in the war, the station would serve as home

Source: Wikipedia

# Commissioned In Battle

## A COMBAT INFANTRYMAN IN THE PACIFIC

**“I struggled with my rifle as Japanese rounds hit so close they splashed mud on my face.”**

Jay Gruenfeld's war ended on 15 May 1945 with his fifth and final wound. He left the remnants of his platoon on a rain-soaked hillside on Luzon in the Philippines.

It was the ninth day of the Ipo Dam offensive. He was twenty years old, a veteran of two campaigns, and a battlefield-commissioned Second Lieutenant in the 103rd Regiment of the 43rd Infantry Division. After four months and seven days of combat, he was coming to the end of what he calls “the greatest, most consequential time” of his life.

This is his story. It is a story of combat, and a story of brothers-in-arms. Above all, it is a story of survival.

*Commissioned in Battle* is a riveting account of an infantryman's service from the beginning of basic training through combat. The crisp descriptions rekindle memories of the foot soldier's life from induction to end of duty.

CPT Jay Gruenfeld's vivid accounts of his early life to his last day of combat takes the reader into the mind and body of a twenty year old patriot who learned to shoot in the backwoods of his boyhood home and then used those skills to save his and other's lives in the jungles of the Philippines in WWII.

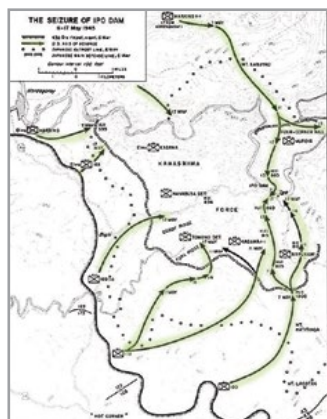
Jay Gruenfeld began WWII as an enlistee undergoing basic training in 1943. He rose through the ranks to become a platoon sergeant, and then received a battlefield promotion to second lieutenant. Ultimately, he was promoted to captain before his discharge.

Later in life, he befriended Bill Mauldin the famous Army Stars and Stripes cartoonist and writer. Jay visited Bill daily in hospital during the final months of Mauldin's life. After learning that Bill had no visitors in those final weeks, Jay decided to contact veteran's



COMMISSIONED IN BATTLE:  
A COMBAT INFANTRYMAN  
IN THE PACIFIC  
BY JAY GRUENFELD  
WITH TODD DePASTINO  
PAPERBACK: 200 PAGES  
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HELLGATE PRESS  
PRICE: \$14.95

groups throughout southern California to encourage them to come to the hospital to pay final respects to that intrepid soldier. His account of those last months of Bill Mauldin's life is most touching. ★



**Map of  
Ipo Dam  
Offensive**



Jay Gruenfeld is a retired forestry executive and consultant who served as a rifle squad and platoon leader with the 43rd Infantry Division in the Pacific Theater in World War II. After the war, he studied in Oxford as a Fulbright Scholar and then became a forest resource expert specializing in the Pacific Rim. In 2002, he led the well-publicized campaign to have veterans visit and write the legendary combat cartoonist Bill Mauldin who lay dying in an Orange County nursing home. Jay has six children and lives in DuPont, Washington, where he enjoys big trees. He is a Perpetual Member of the Gen Hoyt S. Vandenberg Chapter.



Todd DePastino is the award-winning author of “Bill Mauldin: A Life Up Front” (2008) and “Citizen Hobo: How a Century of Homelessness Shaped America” (2003). He is also editor of “The Road by Jack London” (2006), as well as “Willie & Joe: The WWII Years” (2008) and “Willie & Joe: Back Home” (2011). He is writing and co-producing the television documentary, “Bill Mauldin's War”. He has a Ph.D. in American History from Yale University and teaches at Waynesburg University. Todd lives in Pittsburgh with his wife and two daughters.



# A Lasting Christmas Gift

CWO THEODORE L. COGUT, USA (RET)  
CATALINA MOUNTAINS CHAPTER (212), AZ

During my Christmas furlough in Michigan in 1947, someone knocked on our door. Marie, my wife, and I received a telegram from home base—the US Air Force’s Westover Field, Massachusetts. It was startling—and puzzling. The message: Do not return to Westover at end of furlough. Proceed to Chanute Field (IL) to attend Weather Forecaster Class 01148.

My Station Chief had once asked if I, then a buck sergeant, wanted to attend that six-month school. It was the best, in-depth, school for meteorology in the US. Only eight US universities taught that science. I was tempted, but thinking I might not have the background, I did not say, “yes.” The forecasters—sergeants, warrant and other officers—in my outfit, 8th Weather Squadron, had long service in meteorology before forecasting; my Army Air Forces (AAF) Weather Service time was short.

I left for Chanute without knowing why I was chosen. Many in Class 01148 once were officers—navigators, pilots, bombardiers—veterans of harrowing World War II missions. They had returned to the AAF as enlisted

men. Several were at the then highest rank: master sergeant. After June 1950 when the Korean “Police Action” (War) began, they were re-commissioned. I was told one was overrun by the enemy.

Today’s grasp of forecasting owes much to the AAF. In World War II, facing a great need for forecasters, it ran a forecaster school at Grand Rapids (MI), and later moved it to Chanute Field (IL). Professionals taught the same meteorological subjects to officers and enlisted men in proper military fashion—officers in one classroom and enlisted in another. It was a demanding program. In my class, we started with about 100 students and ended with about 60.

That Christmas telegram was a mystery for 50+ years. Then, Tom McClung, who had been a staff sergeant in 8th Weather HQ, told me he declined an offer to attend the class. I was his substitute. His Christmas gift continues. After my military service, I had a variety of interesting occupations. However, 65 years after Class 01148, I still picture myself as a weather forecaster. ★

**USAF Weather Forecaster Class 01148, graduation photo (July 1948); the author is at the extreme right, first row.**



# Funding YLCs

LT COL FRANK ZAHROBSKY, USAF (RET)  
SENIOR VICE COMMANDER, REGION VI

## PURSUING A CHAPTER VISION

The Sun City Chapter started sending one student to a Youth Leadership Conference about nine years ago, and the program progressed to sending six students from two schools. We funded this program via our chapter's operating budget. Five years ago, our chapter made a decision to make the YLC our primary outreach program. The challenge became, how do we finance an expanded YLC program?

## MILITARY BALL

The year 2011 was the fiftieth anniversary of the founding of Sun City Center. As part of that yearlong celebration, our chapter and several other local military organizations hosted a formal Veterans Day military ball. That event was a huge success, and another local chapter outreach program was born. Our chapter has hosted the ball every year since. It has become so popular that we sell out 320 tickets (the maximum number that fits in our ballroom) shortly after they are offered. The ticket revenue for the ball pays for most of the costs of the ball but to make additional revenue, we sell advertising in the program to local stores and organizations. The profits from the ball go solely to the YLC program.

## GRANTS

Our local community has a faith-based organization (The Sun City Center Interfaith Council) that runs a "second hand store" and provides grants to local organizations for charitable causes from the proceeds of that store.

Our chapter applied for a modest grant four years ago and received it! That grant, and chapter funds, allowed us to send nine students to YLCs. The following year we again applied to the IFC—and we applied for a grant to the Sun City Center Community Foundation. We received both grants and were able to send fifteen students to YLCs. The chapter was on a roll!

The following year, in addition to these two organizations, we submitted more grant applications to two additional military related organizations in Sun City Center, i.e., the Retired Officer Corporation and the Military Family Support Trust. More grant money came in. It should be noted here that many granting organizations do not like to become a continuing source of funding for a particular activity and will only provide grants for two or three years, so chapters should plan for that and constantly seek new sources of revenue and grants.

To show our financial supporters the good things their grants and donations bring, each year we invite all of the students who attended the May Tallahassee YLC and their school counselors or JROTC instructors to our chapter's October luncheon. We ask one student from each school to present a short talk about what the YLC meant to them. Additionally, we invite leaders from each of our "granting" organizations and the superintendent of Hillsborough County schools. Several students sit at each table with chapter companions and invited guests.

2013 Military  
Ball attendees





## 2013 YLC Luncheon

Additionally, we present Bronze Patrick Henry awards to the finalists for the YLC's outstanding student.

When one of our students won the outstanding student award, one of our granting organizations provided an additional stipend to that student. This luncheon has become the best-attended luncheon of the year.

One additional consideration about applying for grants is that many granting organizations will not consider giving a grant to any organization that is not a (tax code) 501(c)3 organization. Since MOWW chapters are 501(c)19 organizations, the Bradenton/Sarasota MOWW chapter also applied for and received a 501(c)3 designation. If requested, they will provide a copy of their IRS application, etc., to other MOWW chapters to use as a guide in pursuing their 501(c)3 status.



# THINK BIG—ACT SMALL—LEARN RAPIDLY



## MOWW POLO SHIRTS

To improve chapter visibility and improve recruiting, several years ago our chapter started selling a MOWW polo shirt to our Companions. This project expanded to selling the shirt nationally and the order form is in many *Officer Review*™ magazines and on the national web site. While the profits from this endeavor are small, all support our YLC program.

Review™ magazines and on the national web site. While the profits from this endeavor are small, all support our YLC program.

## OTHER FUNDING SOURCES

Over the years, we have encouraged our Companions to include our chapter in their wills. As a result, we have received several bequests, the largest of which we conservatively invested, and we direct the proceeds to the YLC program. We also provide chapter Companions the opportunity to donate directly to the YLC program. New on the horizon for next spring is the first of what we plan will be an annual MOWW Golf Tournament—with the proceeds going to the YLC. Lastly, we hold a 50/50 opportunity at the end of each monthly luncheon. Again, the proceeds go to the YLC.

## SO WHAT HAPPENED?

In 2012, we were able to send 30 students to the Tallahassee YLC and in 2013, we sent 40 students. In supporting Strategic Goal #2, we turned a vision into a continually improving reality. ★

- Remember Lao-Tze, who said, "A journey of a thousand miles begins with a single step."
- Be a part of a "community" where people set goals and hold each other accountable in constructive ways. Other people with goals, whether or not they are similar to yours, can act as a great support system. Talk to them—daily.
- Always stay in a good mood when pursuing goals (get your mind right and smile). Studies have shown that goals get finished two to 20 times faster when people are in a good or great mood. Imagine accomplishing any goal you want 20 times faster! (How easy is it to focus when you are not in a good mood?) Do not get tricked into slowing down!
- Put your goal in in writing. Writing reinforces and clarifies thoughts. Even if you are the only one to see what you have written, writing down your goals can give more power to your intentions.



*Lt Col Zahrobky served twenty years in the Air Force with duties as a fixed wing and helicopter pilot, and base engineer. He has two tours in Vietnam flying air rescue missions. After retiring from the Air Force, he was an engineering manager for Bechtel Corp working in the Naval Nuclear Program. Lt Col Zahrobky was chapter commander for two years and is presently Senior Vice Commander, Region VI.*



# Achieving Strategic Goals

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

“Goal setting enables us  
to create the future we want”

Kathrin Tschiesche

**MOWW has a Strategic Plan, and it has Strategic Goals (formerly known as CINC Goals). Both focus, guide and integrate all our efforts and programs, and they help us best serve others (our mission). Achieving them is our duty as Companions, and doing so may not be as difficult as we may think.**

In the eBook "Maximizing Your Potential," Kathrin Tschiesche, writes:

One way to turn your life [or your chapter] around is by setting and pursuing new goals. Goal setting is the one activity that sets apart self-developers from those who survive or just get by. Goal setting enables us to create the future we want to happen rather than live the future that others impose on us. In goal setting, we take charge.

She mentors us to start with our strengths, dream big, imagine ourselves succeeding, and express our goals in the right way. That last point is important. She reminds us we should never express our goals in terms of what we do not want. Instead, we should always express our goals in terms of what we do want. She also says we should express goals in performance terms—not in reward terms. Additionally, she says we should express goals in terms of how others benefit, which fits perfectly with our motto, *"It is nobler to serve than to be served."* With that introduction, let us look at simple but effective techniques chapters can (and should) use to achieve MOWW's Strategic Goals at the chapter level.

## Setting Goals

Start working toward MOWW's goals today. Ask yourself, "What can I do today to get one step ahead, however small, closer to achieving our goals?" Taking the first step is the most important step. It establishes some much-needed momentum. This makes

quitting personally disappointing and strategically harder.

When we set goals, we should set SMART goals. SMART is an acronym and mnemonic that provides a framework for thinking about goals. This framework is widely used because it forces us to "design" our goals intelligently so that they are ultimately easier to accomplish. SMART stands for:

- **S** Specific (or Significant)
- **M** Measurable (or Meaningful)
- **A** Attainable (or Action-Oriented)
- **R** Relevant (or Rewarding)
- **T** Time-bound (or Trackable)

In keeping with SMART, goals should be specific and definable. Specific, definable goals help us stay on track and let us know our goals are feasible. MOWW's Strategic Goals are measurable—as all goals should be. That enables us to know our goals are accomplished...not because of a "feeling" (which can be unreliable) but because we surpassed a threshold or conducted an event.

At all levels, we must also ensure our goals are time-bound. In other words, we must set deadlines for meeting our goals. If we set ourselves a deadline, our urgency increases monumentally. Without deadlines, we are just along for the ride, merely floating where the currents take us—vs. paddling to an intended destination.



## Getting Started

To begin, we should break down our goals into chunks or pieces. Setting attainable but ambitious goals is a great thing. We make the accomplishment of the goal much easier when we break down goals into more manageable chunks.

Brainstorm ideas. Are there different ways to reach your goal? Write everything down that you can think of in three minutes, no matter how silly or impossible it may seem.





## Strategic Planning Cycle



Visualize. Imagine yourself accomplishing your goals. Where are you? How did you get there? Do this often. *Do not get swayed easily by history, or with the noise and happenings going on outside.* Put your attention on what you are trying to achieve. Remember the goal, and you will have control over the discomforts and difficulties.

Read inspirational stories or quotes to help you get started. Reading about the struggles and successes of other people can be a huge motivator to get you going or a huge maintainer to keep morale high.

Ask for guidance. No one can tell you exactly what you should do to achieve your goal, but one of the best sources for guidelines is to ask those who have done what you hope to achieve. Learn from the experience of others without trying to imitate them. A good source of help might be a mentor. Find established professionals, friends of family, or even colleagues, who might serve as mentors, or who could point you to someone who might serve as a mentor.

Seek help. Find the information, skills and knowledge that you need from other people, books, and audio or video programs. Speed up your learning process by emulating what other successful people have done. You save time and get results faster.

Be positive. *Always believe you will achieve your goal.* As soon as you stop believing, you have already failed.

### Achieving Goals

Draw on all your achievements that are relevant to your goal. No matter how small you perceive your achievements, list them anyway. Once you review your list, you will be amazed at how all those small achievements soon add up, and how much you are capable of doing.

Leverage the power of small wins. Bring to mind the small wins you have achieved in your life. Let them give you the feel and the motivation of a conqueror. Let these motivate you to set higher and hitherto unreachable goals, and the courage to achieve them. This will help you win many a battle in your life and ultimately the war.

Learn from mistakes. Making mistakes should be a subject at school to teach all children how to "learn" from them, instead of trying to "avoid" them. In the pursuit of a goal, you are likely to make some mistakes. Do not see them as bad or get angry. They are important to correct you and to lead you to success.

Celebrate benchmarks or milestones. A benchmark is

something you can use to measure your time-definite and result-specific progress and know you are on track. Celebrating your successes will help keep you motivated and focused on achieving the goal.

Listen to your inner dialogue. What you are saying inside affects you physically, emotionally and mentally. Is your defense system inside trying to make you stick to your past, limiting beliefs and perceptions? Take over and challenge your inner critics. Monitor any excuses you might be making as they relate to your goal. You must recognize them if you are truly passionate about your goal, it is up to you to make time to accomplish it.

Be passionate. Striving toward a goal without passion is like a fire that slowly runs out of fuel to burn. Get excited; you do not always have to be in love what you are doing, especially if fulfilling the goal is a hassle and reaching the goal is the fun part. However, you should always be able to pinpoint the underlying passion that drove you to start meeting the goal in the first place.

Revisit, evaluate and, if necessary, adjust your approach. Keep a written record of your goals in a place where you will remember to read them every day.

Make contingency plans. Never forget about the problems that might come up on the way, and prepare for them. Positive thinking is important, but preparedness is better than being shocked or devastated when obstacles appear.

Consider new opportunities and options that come your way. Sometimes, things have a way of leading you exactly where you want to go.

Persevere. Now that you have the momentum going, do not let it stop! Some steps may seem less exciting than others seem, but make sure to stick to your plan until the end! Avoid distractions and stay focused. Imagine how meaningful your goal is going to be when you can safely say you have achieved it! ★

**"PERSIST AND PERSEVERE, AND YOU WILL FIND MOST THINGS THAT ARE ATTAINABLE, POSSIBLE."**

—LORD CHESTERFIELD

# Winter Sports Training

CPT (DR) ROBERT E. MALLIN, USA (FMR)  
SURGEON GENERAL, MOWW

Those who snow board, play hockey, skate, etc., know they need to “get ready” and condition themselves for participation in sports. We may be well into the season, but such exercises will serve you well if done before each sports outing.

From simply crouching at the knees with a relatively straight back and bending on one or both legs to the staggered grip pull-ups of ice climbing, most sports demand a conditioning period. A routine that is exhausting to even routine of 100 squats, 100 pull-ups, 100 sit-ups and 100 pushups will set you up well for any sport.

In the winter, you especially need flexibility and rotation, toe to heel balance, knee flexing, and extension of all lower extremity joint for snow sports. You can achieve these using an agility ladder while holding a medicine ball.

I also recommend using step-ups for conditioning vs. actually using a set of stairs. This will balance the strength of your generally stronger quadriceps on the front of your legs, and the hamstrings on the back of them.



Another approach involves using plyometrics. Plyometrics, i.e., “jump training” or “plyos,” are exercises based around having muscles exert maximum force in as short a time as possible, with the goal of increasing both speed and power. This training focuses on learning to move from a muscle extension to a contraction in a rapid or “explosive” way, e.g., specialized repeated jumping

Plyometrics, in combination with squatting and cycling, provide many benefits. The technique is to jump off a one-foot high height and immediately jumping back 10-30 seconds at a time, alternating legs. Experts do this on just one leg. Be sure to get some good guidance before doing this to avoid injuries, preferably from a sports fitness expert.

A good stretching modality, also important, is the core twist, i.e., turning at the waist. It is an easy maneuver. To develop endurance, bike on a road, a mountain, or on a stationary bike at home. This increases your heart and lung capacity while strengthening the legs. The regime: 30 seconds of maximum effort, rest, and repeat two to five times per session. Stepping to the side from a squat position and eventually jumping from side to side improves agility. Your knee's anterior cruciate ligaments (ACLs) are susceptible to injury in all of the above, so be careful.

These are a few of the basic ways to prepare your body for all sports. Although all sports have requirements for excellence, I recommend participating in sports for personal enjoyment. Most important, be sure you are otherwise physically able to do the activity. Your health provider and a sports medicine pro can be of great value—use them! ★



CPT (Dr.) Robert E. Mallin, USA (Former) 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. In private practice from 1975-94, he was the Alaskan State Physician of the Year. While in the US Army (1966-1968) he earned a Bronze Star, Purple Heart and Air Medal, and a Combat Medical Badge.



# New Beginnings

CDR WILLIAM J. HOUSTON, CHC, USN (RET)  
CHAPLAIN GENERAL, MOWW



In the ancient Roman calendar, there were ten months. You can see the remnants of that system in the months October, November and December derived from the Latin names for the numbers, eight, nine and ten. Later emperors, wanting to ensure their place in history, added two months—July and August. However, the name of one month in particular, January, is especially interesting. The first month's name comes from Janus, the Roman god of entrances and new beginnings.

Looking at a representation of Janus you see Janus on the left looking back and Janus on the right looking ahead. This suggested that by looking back to the past we could evaluate the present and plan the future.

These two aspects go into our thought processes. It rather reminds us of how we have used the idea of New Year's Resolutions in our own culture. One way or another, this idea is always a part of our entering into a new year. We have a blank calendar for us to use with all of the promise and challenge a new beginning presents.

Last year we may well have made some adjustments and commitments in the sense of a New Year also. How did

it go? Did we learn anything or acquire new skills that will help us in our commitments and performances? Did we gain new insights from our new challenges and undertakings? All of these come to the table as we again take up the challenge of continuing to serve our Military Order, our Country and our God in the coming year.

We ask God's blessings on our leadership as they make the efforts and decisions that will carry us through the uneasy situation our country is in and help us to continue to serve and keep our pledges and commitments to our country.

In addition, especially at this time, we pause in memory of those who are no longer with us. We appreciate them for the contributions they made and for the support they always offered. We thank God for them and cherish their memories.

We also thank God for the many blessings He shared with us in so many ways. We ask Him to continue to use and guide our Military Order and us in the coming year. May we continue to be faithful and to serve in whatever place and capacity we find ourselves.

Season's greetings and Happy New Year to all Companions. ★

Padre Bill



*"Padre Bill" served as an enlisted Soldier in the Army Counter Intelligence Corps (Korean War). Returning to college after service, he entered the clergy and was later commissioned in the US Navy Chaplain Corps where he served as a chaplain for twenty years. During the TET Offensive, he was the Chaplain at First Med BN (USMC) in Vietnam. He holds the Combat Action Ribbon, Presidential Unit Citations and Navy-Marine Corps Citations. He also served with 2/7, 1st MarDiv, RVN. He is active in several Military organizations, including serving as the chaplain for the California Polytechnic State University Army ROTC.*



BRADENTON-SARASOTA (038), FLORIDA

## How to Survive Identity Theft

BY COL FRED GRAVES, USAF (RET)

In October, two fine and enthusiastic Deputies from the Manatee County Sheriff's Office kept Companions' attention with the timely topic of identity theft. In addition to their presentation, Deputies Alan Fifield and Russell Younger distributed booklets covering every aspect of identity theft and emphasized the need to read and reread the literature so as to better protect yourself and family. The booklet *"Taking Charge, What To Do If Your Identity Is Stolen?"* is a Federal publication online: <http://www.consumer.ftc.gov/articles/pdf-0009-taking-charge.pdf>

(L-R): Deputy Alan Fifield, Chapter Commander Col Fred Graves, USAF (Ret), and Deputy Russell Younger.



GEN RIDGWAY (018), PENNSYLVANIA

## Riding Down Memory Lane

BY COL H. STEWART PERRY, USA (RET)

Mr. George Gula, transportation historian for the Pennsylvania Trolley Museum gave an informative slide show depicting the routing of old-time and new trolleys. He not only showed the slide but also gave historical facts about places where Companions of our Chapter grew up. His presentation gave Companions a "ride" down memory lane.

(L-R): Chapter Commander COL H. Stewart Perry, USA (Ret), presented a MOWW Certificate of Appreciation to guest speaker Mr. George Gula at the October meeting.



MG MEADE (026), MARYLAND

## Companions Tour the 5th Regiment Armory

BY LT COL SHELDON A. GOLDBERG, PH.D., USAF (RET)

Noted World War II historian and author, Mr. Joseph Balkoski welcomed Chapter Companions for a tour of the 5th Regiment Armory. The Armory is home to the nation's seventh oldest regiment and houses an excellent museum that displays the history of the Maryland 5th Regiment from its creation prior to the Revolutionary War to its re-designation as the 175th Infantry Regiment and incorporation as one of three regiments in the 29th Infantry Division.

Mr. Joseph Balkoski shows Companions a silver cup presented to the US Army's 29th Division by Lady Astor in 1943.





CLEARWATER (136), FLORIDA

## Military Order Salutes Youth Leadership Grads

FROM THE CLEARWATER GAZZETTE, BY SANDI FAHY

Members and guests of the Clearwater Chapter gathered at Belleair Country Club on 3 Sep 2013 for lunch and a special program featuring local graduates of the 2013 Youth Leadership Conference.

YLC graduates (L-R): Courtney Newell, Jonathan Grasso, Alexis Stevens, Mikayla Bridges, Diego Pinzon, Chris Torres, Reid Donaldson, Nicole Keshish, Marko Mandjlovic. Stephanie Sousek, Krista Ostroski and Christian Giron.



UNIVERSITY OF IDAHO/WASHINGTON STATE UNIVERSITY NROTC

## MOWW Awards Midshipmen at University of Idaho's NROTC Battalion

FROM THE UNIVERSITY OF IDAHO NROTC NEWS

The University of Idaho held its Spring Awards ceremony on 4 April 2013.

(L-R): Commanding Officer Captain G. T. Eaton presented MOWW Award of Merit Certificates to Midshipmen Huber, Phinney and Korver.



**RICHMOND (031), VIRGINIA**

## A Visit with CAPT Mims

BY CDR JOHN A. BAUMGARTEN, USN (RET)

On 26 Jul 2013, Richmond Chapter Companions journeyed to Luray, VA, to visit and have lunch with the Chapter's elder statesman, CAPT James Mims, USN (Ret), who celebrates his 102nd birthday on 2 Dec 2013.

(L-R): Maj Ryland Bailey, USAF (Ret); CAPT Jim Mims, USN (Ret); LTC Jon Hatfield, USA (Ret), and LTC Joe Tarantino, USA (Ret).



**PHILADELPHIA (017), PENNSYLVANIA**

## National Citations and Ribbon Presented in October

BY LT LARRY SPIELVOGEL, USA (FMR)

Chapter Commander LT Larry Spielvogel, USA (Fmr), made presentations of the Certificates of Recognition that had been awarded at the MOWW National Convention in Dallas. The National Citations were authorized by the CINC to CW4 Wayne Henderson, USA (Ret), and Capt John T. Belisari, USMC (Fmr).

The Chapter Commander also presented CAPT Richard Burton, USN (Ret), with the Certificate and the Flag ribbon for the Philadelphia Chapter. The Chapter was the 1st Runner-Up in Category 5, "Chapters supporting 50-64 ROTC Units," as announced at the National Convention in Dallas.

(L-R): *Photo top*: CW4 Wayne Henderson, USA (Ret); LT Larry Spielvogel, USA (Fmr); *Below*: Capt John T. Belisari, USMC (Fmr); LT Larry Spielvogel, USA (Fmr).



**BG HOLLAND (103), CALIFORNIA**

## Outstanding Service Awards

BY 1LT ANDRE LECAULT, USA (FMR)

At the September meeting COL David G. Epstein, USA (Ret), and CDR Tom Lettington, USN (Ret), were given Outstanding Service Awards by MOWW Region Commander LTC Bill Byrne, USMC (Ret) and J. P. Holland Chapter Commander 1LT Andre LeCault, USA (Fmr).

(L-R): LTC Bill Byrne, USMC (Ret); 1LT Andre LeCault, USA (Fmr); COL Dave Epstein, USA (Ret), and CDR Tom Lettington, USN (Ret).





**AUGUSTA (168), GEORGIA**

## LT Richard Herdegen Installed as Chapter Commander

BY LCDR RON FREEMAN, USN (RET)

New Chapter Commander LT Richard E. Herdegen, USN (Fmr), cites the oath of office grasping the US and MOWW flags at the close of the May 2013 meeting at Fort Gordon, GA.



**COL WOOLSEY (113), CALIFORNIA**

## FBI's Finest

BY BGEN FREDERICK R. LOPEZ, USMCR (RET)

The October meeting featured Special Agents Jill Biegh and James Dollar with the FBI's Ventura (CA), Anti-Terrorism Section. The FBI has 55 anti-terrorism units throughout the world. The Ventura office services an area that includes 1.4M people. There was a great interaction with the audience as questions were posed to our guests.

**Presenting the MOWW Certificate of Appreciation (L to R): BGen Lopez, Special Agents Biegh and Dollar.**



**GREATER BOSTON (004), MASSACHUSETTS**

## "Vietnam: What Was Accomplished?"

BY LTC FRED MAGUIRE, USA (RET)

Companions enjoyed October's guest speaker, Col Wes Shuler, USMC (Ret). Col Shuler's full military career included service in Vietnam. His topic was, "Vietnam: What Was Accomplished?" LTC Fred Maguire, USA (Ret), and COL Larry Willwerth III, USA (Ret), presented a MOWW Certificate of Appreciation to Col Shuler for his thought-provoking comments.

**(L-R): Senior Vice Chapter Commander LTC Fred Maguire, USA (Ret); Col Wes Shuler, USMC (Ret), and Chapter Adjutant COL Larry Willwerth III, USA (Ret).**



## Doctors in Private Practice Reach Out

By Sarah Zhang, the *Seattle Times*, 5 Nov 2013;  
Reprinted in part from *Stars and Stripes*

Where to begin talking about what Rory Dunn has been through since his head was blown open that day in Fallujah? His best friend, who bled out next to him? His traumatic brain injury that has altered his personality? His forehead held together by a plastic prosthetic?

It's hard to know where to begin, so Dr. Theresa Cheng concerned herself with what she knows best as a dentist: his teeth.



**Dr. Theresa Cheng, a periodontist, is about to perform surgery in Issaquah, WA. She volunteers her time and services to provide dental care for veterans in need and has signed on dozens of other professionals to do the same.**

Photo credit: Steve Ringman, *Seattle Times*

In the nine years since his unarmored Humvee in Iraq was hit by explosives on his 22nd birthday, Dunn has been making a long, hard recovery. His mother, Cynthia Lefever, has been by his side the whole time—sleeping next to her then-comatose son at Walter Reed Army National Military Medical Center and later traveling the country to advocate for veteran care.

Inspired by a profile of mother and son in *The Seattle Times* in 2008, Cheng, whose practice is in Issaquah, WA, began providing free dental care for veterans in need and has signed on dozens of other professionals to do the same.

A former board member of the Seattle-King County Dental Foundation, Cheng has leveraged her contacts from more than 20 years. She's signed up 35 to 40 other dentists, to whom she sends vets with more advanced needs like dentures or crowns. All do the work for free.

Now in its sixth year, her program has helped hundreds. Cheng has found that veterans taking PTSD medication, which can cause dry mouth, struggle more with cavities.

Her patients have ranged from 20-something men who served in Iraq to an 87-year-old World War II vet, who took the bus to Issaquah from Seattle. What Rory Dunn remembers about walking into Cheng's office for the first time was how small it was. And the cookies in the waiting room, which seemed strange in a dentist's office.

Her office felt inviting compared to the Byzantine bureaucracy of the VA hospital, where Dunn grew frustrated with the long waits and the strict rules.

"Initially that first year, every visit to the VA was just a dramatic meltdown," said his mother. Dunn's experience begs the question if returning soldiers shouldn't be treated by doctors in private practice through their first year back.

Last year, Garth Dalson, an Iraq War veteran from Michigan, read about her work online and inquired about free dental care. She happened to notice a speaker from his hometown at a dental conference last year and decided to just ask.

Dr. Betsy Bakeman agreed to take on the new patient, putting new crowns on eight of Dalson's front teeth. That normally would have cost \$1,700 per tooth; Dalson only had to pay a discounted \$250 materials fee per tooth.

Cheng still hasn't met Dalson, but they've exchanged many emails where he's thanked her profusely. Once too embarrassed to smile in his photos, now he beams. "My teeth look better than someone in the movies now," Dalson said in an email.

Cheng thinks there must be some way to expand her program online. It doesn't have to be about her personal connections in Washington anymore. An app, perhaps, like the dating one her niece was showing her, that could match vets with dentists willing to meet their specific needs.

Meanwhile, she's happy to get the word out about the vet in Michigan, but not for her own gain.

"Maybe I can use that to put pressure on the Michigan Dental Association so that they can do more," she joked. "Some Washington person had to come in and kick your butt." ★



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435 North Lee Street  
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For membership information, please contact:  
MOWW Headquarters.

**TELEPHONE:** (703) 683-4911  
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**Chief of Staff & Editor, Officer Review®**  
Brig Gen Arthur B. Morrill III, USAF (Ret)  
[mowwcs@comcast.net](mailto:mowwcs@comcast.net)

**Director of Finance**  
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**Merchandise Sales**  
Mr. Wm. Russell Morrill, HPM  
[mowwss@comcast.net](mailto:mowwss@comcast.net)

**Assistant Editor**  
Mrs. Diana M. Beruff  
[officerreview@gmail.com](mailto:officerreview@gmail.com)

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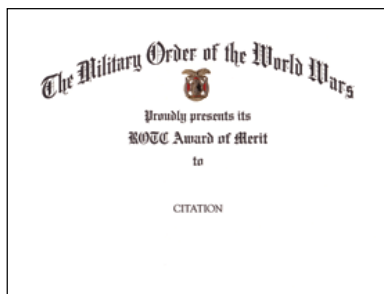


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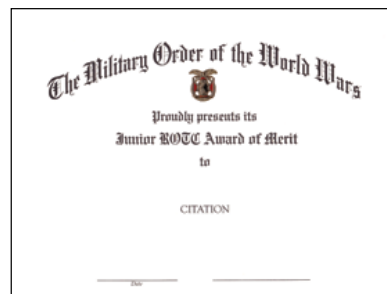


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