OFFICER REVIEW

THE MILITARY ORDER OF THE WORLD WARS

OCTOBER 2014
Volume 54 • Number 3

Into the Teeth of the Enemy

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Put Ideas Into Action

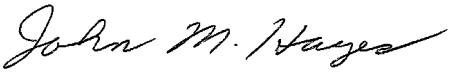
It is difficult to believe that it is already October. I still remember how impressed and motivated I was by the excitement fellow Companions displayed as they departed the August MOWW Convention in Baltimore. I ask each of you to help me work on quickly expanding that excitement in your region and chapters with activities that will achieve our Strategic Goals across the Military Order. October has always been a special month for me (my birthday is in October), and I find that it is a perfect time to begin new projects.

Recently I attended the Dallas Chapter meeting of the Air Force Association (AFA) (MOWW and AFA recently signed a Resolution of Cooperation at the 2014 National Convention.) Attending with me were many Companions from several MOWW Chapters in the North Texas area. Part of the evening's program was a presentation about MOWW's Youth Leadership Conferences (YLC).

For several years, the Dallas AFA has been a sponsor of the YLCs in Region VIII. Companion LTC Earl Bullock gave an excellent presentation about the MOWW YLC program. The highlights of the program were presentations by individual students whose tuition was paid by the AFA. As they described the impact that the YLC had on their lives in relation to leadership, patriotism, and the free enterprise system, the students' praise for the YLC program made all Companions present very proud. Personally, it brought back memories of the three YLC's where I was Director, and the positive, long-lasting effects for the students.

The AFA meeting also helped increase MOWW's visibility to the AFA membership, and it added to the outreach programs of several MOWW chapters. In addition, it was a great recruiting opportunity. I congratulate those Companions who were motivated to reach out to the AFA and other groups to benefit MOWW's YLC students.

With this example in mind, I ask each of you to think of new projects that will help achieve each of the Military Order's Strategic Goals. Then, get other Companions excited about your ideas. Get them involved and put your ideas into action today. *Motivate to Action*—it will be a win-win for everyone.



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OFFICER REVIEW

THE MILITARY ORDER OF THE WORLD WARS

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FEATURES

DEPARTMENTS

ON THE COVER

The Battle of Khe Sanh, Vietnam, 1968

Source: NARA

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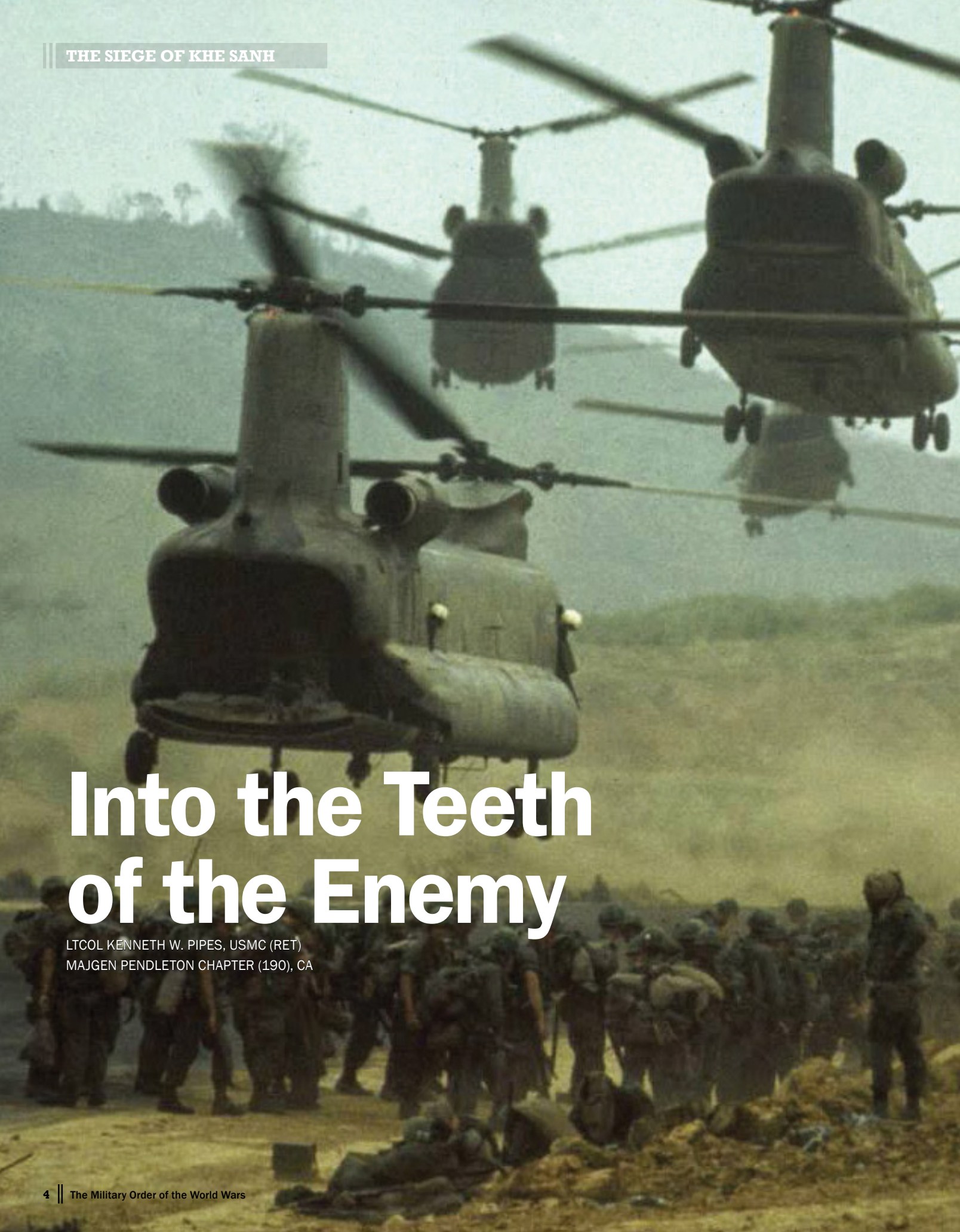
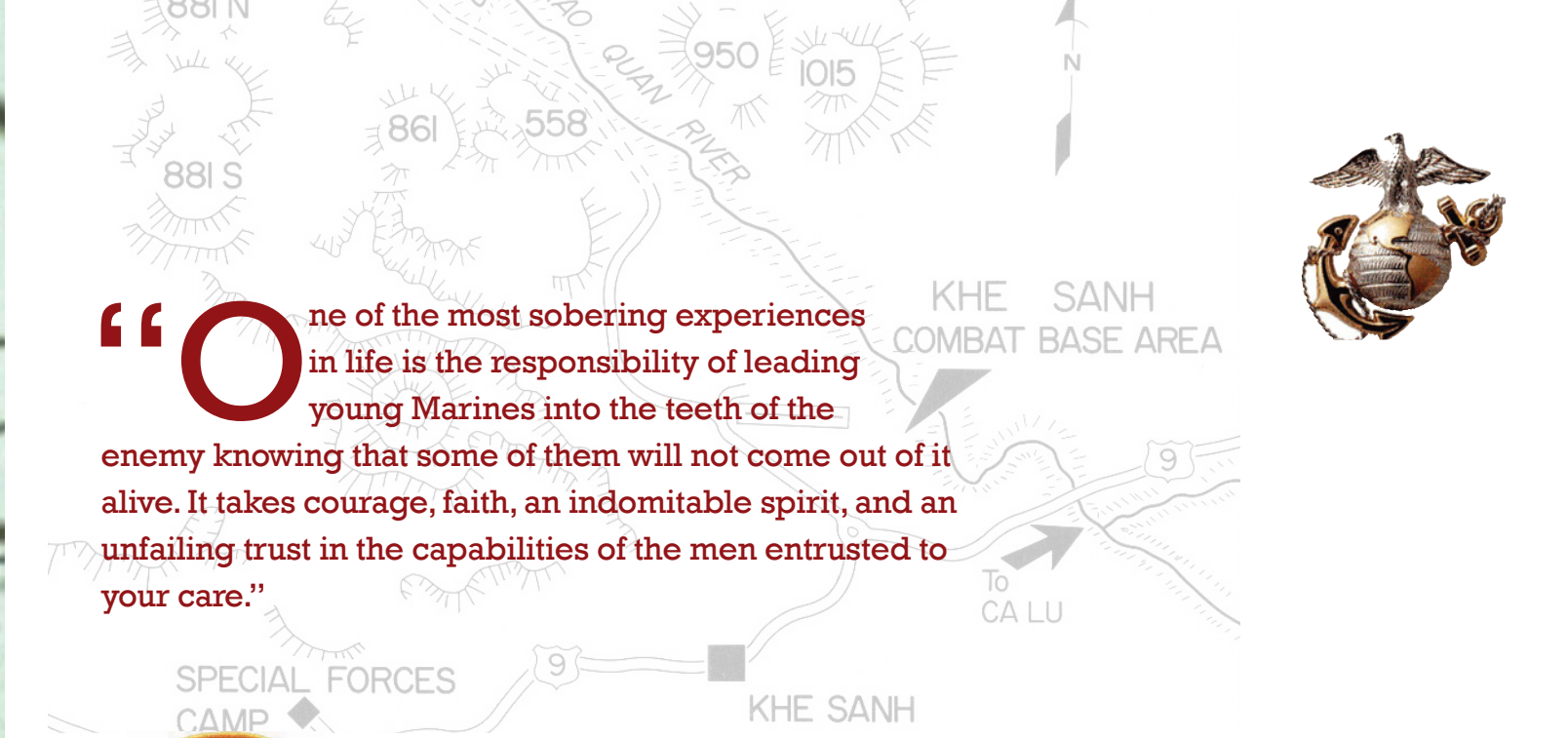


Into the Teeth of the Enemy

LTCOL KENNETH W. PIPES, USMC (RET)
MAJGEN PENDLETON CHAPTER (190), CA



"One of the most sobering experiences in life is the responsibility of leading young Marines into the teeth of the enemy knowing that some of them will not come out of it alive. It takes courage, faith, an indomitable spirit, and an unfailing trust in the capabilities of the men entrusted to your care."

26th Marines Regiment Patch

Fighting at Khe Sanh, Republic of Vietnam in 1967–68 was an ongoing, brutal fight to the death between Marines and soldiers of the North Vietnamese Army. Subsequently, this battle has become the title of a two-hour documentary film, "Bravo, Common Men, Uncommon Valor," produced and directed by Ken and Betty Rodgers. Ken was a member of Bravo Company, First Battalion, 26th Marines, before and during the Siege and Battle at Khe Sanh.

On 30 March 1968, Company B, 1st Battalion, 26th Marines (B/1/26) proceeded from the perimeter of the Khe Sanh Combat Base to their predesignated line of departure located near forward units of the North Vietnamese Army's (NVA's) 8th Battalion, 66th Regiment, 304th (Hanoi) Iron Division. Poised against each other in the coming attack were lineal descendants of one of the most famous divisions involved in the siege against the French at Dien Bien Phu in 1954. Elements of the 26th Marines—one of three Marine regiments of the 5th Marine Division that led the assault against Japan's island fortress of Iwo Jima in February–March 1945—were there that day.

The attack was scheduled for first light, but it was delayed by heavy ground fog that obscured the entire objective area. As the blinding fog began to lift, our Marines, with bayonets fixed, crossed the line of departure outside the wire of the Khe Sanh Combat Base.

Immediately upon commencing the assault, the two lead platoons came under extremely heavy mortar, rocket propelled grenades, automatic weapons, and small arms fire from the 8th NVA Battalion that occupied extensive, well-constructed, mutually-supporting bunkers and trench systems.

Under the umbrella of withering fire from nine batteries of Marine and Army artillery that pummeled the flanks of the objective area and created a rolling barrage 50 to 70 meters in front of the two attack platoons, the Marines began breaching the NVA positions. The fight for fire superiority hung in the balance until the attached flame section and combat engineer detachment entered the fray. As their predecessors did on Iwo Jima, these units, covered and assisted by Marine riflemen, began to blind, blast, and burn their way into the NVA fortifications.

For the next four hours, the Marines of Company B—some of whom had undergone 70-plus days and nights of continuing, killing bombardment by NVA heavy artillery, rocket, mortar, and concentrated sniper fire—gained some measure of retribution as they routed the NVA soldiers from their fiercely defended positions. Within the breached positions, Marine riflemen were literally walking over the dead and dying NVA defenders.

From the moment of close contact until some four hours later when we received the order to withdraw back into the combat base, the fighting was hand-to-hand, bayonet to bayonet, knife to knife, grenade against grenade, and rifleman against rifleman, with the trump card being, as always, Marines using flamethrowers and combat engineers employing demolitions!

It may seem to some readers that this was just another example of a typical seasoned Marine combat unit doing its job. It was not. The Marine rifle company that attacked the NVA that Saturday morning was not the same company that had moved from Hill 881 South three

Page 4: **Khe Sanh in the midst of a siege that would last 77 days, one of the longest and bloodiest battles of the Vietnam War.**

SOURCE: WWW.ALPHA1STBN1STMARINES.ORG/

SOURCE: PHOTO BY DAVID DOUGLAS DUNCAN

SOURCE: US ARMY HERITAGE AND EDUCATION CENTER

months earlier to participate in a battalion sweep toward the Laotian border, and then moved into the perimeter of the Khe Sanh Combat Base. The continuous enemy bombardment while we were in the combat base had hurt B/1/26 more than any other similarly sized, defending unit. This was exacerbated by the tragic loss of most of an entire platoon on 25 February resulting from an ambush by a reinforced company from the 8th NVA Battalion.

Most of the Marines in Company B on 30 March had joined during the siege as replacements after the siege had begun. These young men had traveled a hard road, including boot camp, skills training at the Infantry Training Regiment, Staging Battalion, at Camp Pendleton, a flight to Vietnam, reporting in to the 26th Marines, exiting the aircraft at the Khe Sanh Combat Base under fire, reporting for assignment to 1st Battalion, and finally—still under fire—joining Company B. To a rifleman, they had no combat experience at the fire team, squad, platoon, or company level.

As it has always been in combat, if it had not been for the leveling skills of a handful of short-timer leaders—privates first class and corporals—led by an experienced company executive officer, company gunnery sergeant, and outstanding platoon commanders—the execution of this company-sized raid on 30 March 1968 would never have moved beyond our frontline trenches.

As noted by the commanding officer of 1/26 and the S–3 (operations officer) who planned the company raid, "The members of Company B performed individually and collectively in a manner normally expected only of seasoned and combat-experienced Marines." I believe that their brilliant feat can only be attributed to their deep and overriding desire to avenge the prior loss of Marines of

From top, page 6: **A one-man bunker in the trenchline of Hill 861.**

Center, L-R: **LCPL Miranda is the shooter, LCPL Burdwell is the spotter and LT Bodenwiser is doing the checking—in direct support of Echo Company, 2/26 commanded by Capt Earle Breeding on 861 Alpha.**

Bottom: **A gun crew from Battery C, 1st Battalion, 83d Artillery, fires their M107.**

From top, page 7: **Corpsman listening to the NVA digging tunnels, Khe Sanh, 1968.**

Center: **A medic tends to an injured Marine as he is transported on a stretcher.**

Bottom: **Empty artillery shells during the Vietnam War**

their company—most of whom they never knew or met! To them and them alone goes the credit for executing, arguably, the first successful company-sized offensive assault outside the wire since the ambush of their mates on 25 February—and for making it such a success!

These Marines totally decimated the 8th NVA Battalion, including the enemy battalion commander and his staff. In so doing, intercepted enemy radio traffic revealed the Marines of Company B killed at least 115 NVA officers and soldiers, and wounded an untold number of their survivors.

Still later, Marines from B/1/26—none above the rank of corporal—who had participated in the raid were awarded two Navy Crosses, nine Silver Stars, eight Bronze Stars, and two Navy Commendation Medals with Combat "V" for valor for individual acts of courage, gallantry, and heroism! Additionally, Marines received over 100 Purple Hearts, with several of these Marines earning their awards for receiving a second and third wound.

Subsequent to the fighting on 30 March 1968, the company was the recipient of the following from the commanding general of the Military Assistance Command, Vietnam:

> Officers and men of B/1/26 USMC deserve highest praise for aggressive patrol action north of Khe Sanh on 30 March. Heavy casualties inflicted on bunkers and entrenched enemy forces indicate typical Marine esprit de corps and professionalism. Well done!
>
> —Gen William Westmoreland

Just as is the case with their predecessors from Iwo Jima—to a man—the Khe Sanh Marines of Company B remain intensely proud of their 26th Marines heritage! We will always feel we were privileged to serve with Bravo's young, inexperienced, Marine infantrymen that fateful Saturday morning. We were truly in the company of men who were, are, and will always be, "The Immortals!" ★

Lieutenant Colonel Pipes was the Officer Commanding Bravo Company, First Battalion, 26th Marines, during the Siege of the Khe Sanh Combat Base, TET, 1968, RVN. Ken and his wife, Sharon, have lived in Fallbrook, California since their retirement from the Marine Corps in 1982. They have been married for 52 years. Ken, Sharon and their sons, Dan and Tim, are all members of MOWW's MajGen Pendleton Chapter, CA.

SOURCE: WARINVIETNAM.TUMBLR.COM

SOURCE: BAOMAI.BLOGSPOT.COM

SOURCE: PHOTO BY ROBERT ELLISON

Once Upon a Time

BG RAYMOND E. BELL, JR., PHD, USA (RET)
BG BULTMAN CHAPTER (122), VA

Once upon a time, a boy (the author) wanted to be a soldier when he grew up, perhaps even be an officer like his Dad. He had wanted to be soldier since he was four years old when his Dad returned in the evening to make line drawings of columns of tanks, guns and trucks as they sat on a sofa together. That was at Jefferson Barracks outside St. Louis, MO, where the boy's Dad commanded Company F, 6th Infantry Regiment.

Then there were the first three years of grade school at West Point, where the author's Dad was teaching Spanish to cadets. It was either outside his family's post quarters or on his grand parents' lawn in nearby Cornwall that the author often played with his toy soldiers.

The author as a very serious lad of eight years was "ready for combat." This photo was taken in Oregon where his Dad was the G-3 for the 70th Infantry Division in WWII.
Photo: Author's Collection.

When World War II began, it was off to Corvallis, OR, where the author's Dad helped organize and train the 70th Infantry Division. A shortage of metal made paper toy soldiers the boy's play army. After school, dressed in his version of an Army uniform, the author was out into a nearby field to play soldier and build a fort in the midst of bushes and trees.

At age fifteen, the author put on a bona fide military uniform for the first time. It was not the uniform of the US Army's Junior Reserve Officer Training Corps (JROTC). Instead, it was the uniform of a British Army cadet in a military program called the Combined Cadet Force (CCF), which was compulsory for all British teen-age boys.

The time was 1950, when all physically qualified British males, except conscientious objectors, had to serve in one of the country's armed services. However, as the only American at Westminster School in London, the author initially had the opportunity to join the school's Boy Scout troop made up of conscientious objectors and those unqualified physically to participate in the CCF. After an unsatisfactory year as Boy Scout, the author opted to join the CCF. It turned out to be a good choice.

Let us now fast forward to the twenty-first century. Readers of the *Officer Review*™ know how much MOWW Companions are involved in ROTC and JROTC programs, and scouting programs, and how the boys and girls in those programs learn about American precepts and citizenship, public service, leadership and more. While being a JROTC cadet and wearing its uniform does not necessarily mean those cadets are necessarily preparing to serve in a US military service as an adult, this is not the case in Britain. In Great Britain, the CFC is a military program for teenage boys and girls that is primarily a recruiting tool. Although its participants learn citizenship and participate in adventure activities, the intent is that participants will learn enough about a particular armed service to want to join it after coming of age.

In 1950, and until British National Service was discontinued many years later, maturing males could look forward to becoming a member of an

armed service either as a volunteer or as a draftee. In preparation for such service, schools such as Westminster had CFC cadet units with either a British Army or Royal Navy affiliation. Cadets wore regulation uniforms. They participated in military-type activities. Serving officers inspected them. It was in that environment that the author volunteered to participate in the CCF.

A new recruit was assigned to a special group and taught basic soldiering skills. Just after World War II, that meant a great deal of shining hobnailed boots, cap badges, and brass belt buckles. It also meant wearing the uniform correctly, and learning how and who to salute. Of course, it also involved marching. "Square Bashing," as marching practices were called, took a great deal of the "recruit's" first few drill periods, which were held every Thursday afternoon. Once the cadets mastered the rudiments of soldiering, they received limited instruction in military skills, e.g., map reading, sanitation, field craft and use of firearms. It turned out scouting skills were invaluable in accomplishing many military tasks.

In the fall semester, the entire army contingent loaded up in coaches (autobuses) and went to a "field day." The journey took all cadets, to include the new recruits, to a park outside London. Upon disembarking, the various squads of seven or eight cadets participated in an assortment of military activities. At the end of the day there was an exercise and competition in terrain appreciation.

During the day, squads moved about the countryside performing tasks. Eventually, this placed them some distance from the assembly area where the coaches were parked. The CCF commander, who was an adult Housemaster (dormitory supervisor) and a major in the British Army (Reserve), challenged the squads to return to the assembly area in the shortest amount of time. The winning squad would be recognized for its achievement. The tired cadets eagerly accepted this challenge, as they wanted to return to school as soon as possible.

When the author dismounted the coach at the beginning of the day, he just barely noticed a streambed adjacent to the parking area. However, at the end of the day when his squad was some distance from their goal and preparing to participate in the challenge, he saw a streambed was nearby. It occurred to him that the two streambeds might be connected, so he volunteered to lead the squad along the terrain feature in the direction of what he figured was the destination parking area. It turned out to be the correct course of action and his squad beat all other squads, thereby winning the challenge. The author's previous Boy Scout land navigation training paid off. At the end of the semester, the author joined the other more experienced cadets as a member of a regular squad. In the meantime, he won the prize medal for being the best recruit of his cohort.

The spring term brought more training, another field day, and an opportunity to fire the standard army rifle, the .303 Enfield. A small number of cadets traveled to the Bisley firing range located on the outskirts of London to try their hand a shooting eight rounds of ammunition. Unfortunately, there was little formal instruction as to firing positions, handling the weapon, and shooting techniques.

Fortunately, the author's Dad taught him some fundamentals, and so he confidently brought the rifle butt to his shoulder. However, he had not reckoned with the "kick" of the rifle when it was fired and he suffered from the powerful recoil. After the eight rounds, he had a very painful shoulder.

The summer term, which terminated at the end of July, culminated with a two-week camp at the British Army's

The author as an "armed" cadet was taken in London, England, in 1951 when he was in the British Combined Cadet Force (CCF) at Westminster School (a British "public" i.e. private, high school). Every boy had to do some kind of preparation for his obligatory national service. Photo: Author's Collection

Pirbright training area south of London. It would prove to be quite an experience.

On arrival at Pirbright, each cadet drew his bedding. Bedding was a cloth sack filled with straw. As one might expect, that level of comfort was not greeted with joy by the cadets, who quickly learned to express their displeasure the way it seemed every British soldier did, i.e., by using an expletive beginning with the letter "F." This expression was heard with such frequency that any sordid meaning was completely lost during the course of the encampment.

Training proceeded apace and was interspersed with interesting interludes. For example, there was the day the British Army's armor was on display. This included the Archer self-propelled gun, among other armored vehicles. There was also the opportunity to visit Sandhurst, the British equivalent to West Point, where the cadets observed the graduation parade, or "passing out," of a class of officer cadets. It was an impressive ceremony, especially since the pass in review was led by the college's adjutant mounted on horseback. Then there was the memorable occasion when the author failed to notice the rank insignia of a British Army major (a gold crown) and salute him. An official complaint became pending. However, since no cadet at the encampment wore name identification, the reprimand never materialized.

As on the previous fall field day, each squad member got the opportunity to lead his fellow cadets in a military exercise as a part of a squad competition. It was an attack problem. As each cadet took his turn at leading the squad, he was graded by one of the senior Westminster CCF cadets. The author took charge at an auspicious time, leading his squad aggressively—nearly to the point of "doing in" his evaluator. This apparently earned the author "good marks" for his prompt and appropriate action.

At the end of the camp, recognition of performance was conducted in a unit formation. Cadets passing a series of written examinations and winning good evaluations during their CCF years were promoted to non-commissioned officer rank. In the British Army, one becomes a non-commissioned officer when one is promoted from private to lance corporal, the equivalent to private first class in the United States Army.

Unfortunately, the author was not promoted to lance corporal. He had only been in the CCF for just a year, and had neither taken the requisite examinations nor had sufficient time in grade to qualify for promotion. On the other hand, perhaps he was not promoted because it was common knowledge that he was to leave Westminster to follow his family to Germany and attend school there. The author remembers thinking at the time that the CCF authorities might have felt that while such a promotion was justified, it would be considered more honorary than official.

Interestingly, a year later, the author, now a junior in an American dependent high school in Heidelberg, Germany, received a copy of his "house" magazine. It included a note in the magazine referencing the author being a former member of the Westminster School's Combined Cadet Force. The short note wished its former member good luck in attending the United States Military Academy at West Point and hoped that his promotion to lance corporal in the CCF would lead him to become Westminster School's first five star general in the United States Army.

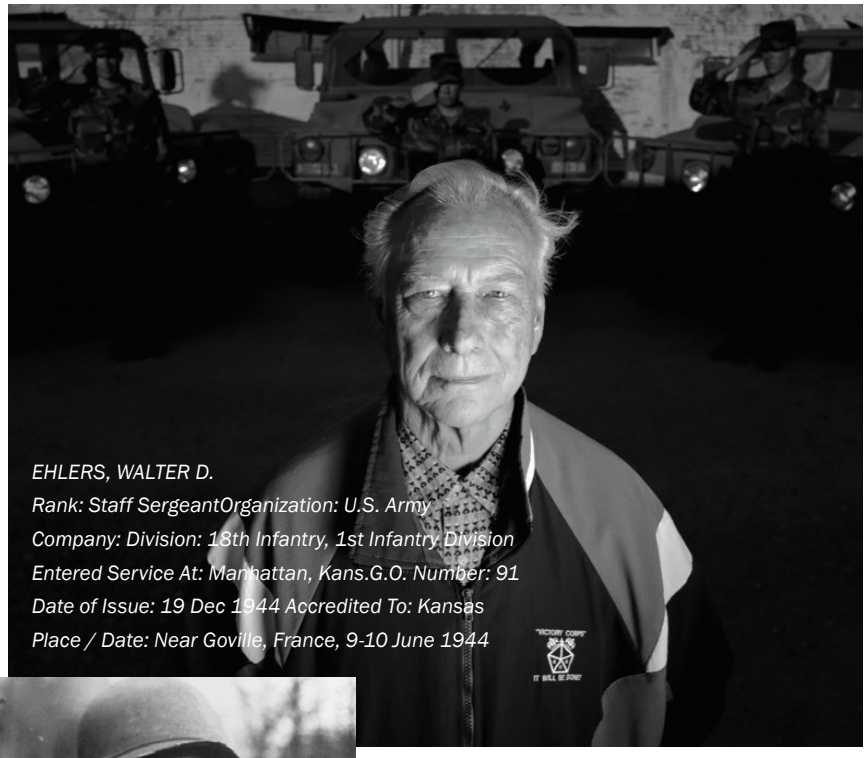
Unfortunately, that exalted rank was never to be attained, but the magazine's note made for a good anecdote. Later, at the US Military Academy, the author later wore his lance corporal stripes as an informal adornment on his West Point cadet bathrobe as a vivid reminder of his short career as a cadet in the British Army.

So, we come full circle. Once upon a time, the boy who wanted to be a soldier. He got that opportunity…and what a wonderful opportunity it was. ★

BG Raymond E. Bell, Jr., AUS (Ret), commanded the 220th Military Police Brigade before retiring in 1989. A Vietnam veteran, he is a graduate of the United States Military Academy, and attended both the Army and National War Colleges.

A Patriotic Legacy

PCINC COL JACK B. JONES, USA (RET)
CHAIR, COUNCIL OF PAST COMMANDERS-IN-CHIEF



EHLERS, WALTER D.
Rank: Staff SergeantOrganization: U.S. Army
Company: Division: 18th Infantry, 1st Infantry Division
Entered Service At: Manhattan, Kans.G.O. Number: 91
Date of Issue: 19 Dec 1944 Accredited To: Kansas
Place / Date: Near Goville, France, 9-10 June 1944

Companion 2LT Walter D. Ehlers, USA (Fmr), a Perpetual Member of the MajGen Pendleton Chapter, passed away at the age of 92 on 20 Feb 14. He spent his entire life serving his country, his community and his fellow man.

LT Ehlers, who received a battlefield commission, and he served in the 1st Infantry Division in North Africa, Sicily and in the Normandy Invasion on 6 Jun 44. After the war, he appeared in several motion pictures before becoming a counselor with the Veteran's Administration.

Walter was always available to speak at patriotic events, and to veterans, youth groups and more. In 2003, he was the Keynote Speaker at the Gen Vandenberg Chapter's first YLC. His topic, "Duty, Honor and Service to your Country," was his life focus.

He is missed. ★

S/Sgt Walter Ehlers, USA (Fmr)
Citation, Medal of Honor

For conspicuous gallantry and intrepidity at the risk of his life above and beyond the call of duty on 9-10 June 1944, near Goville, France. S/Sgt. Ehlers, always acting as the spearhead of the attack, repeatedly led his men against heavily defended enemy strong points exposing himself to deadly hostile fire whenever the situation required heroic and courageous leadership. Without waiting for an order, S/Sgt. Ehlers, far ahead of his men, led his squad against a strongly defended enemy strong point, personally killing 4 of an enemy patrol who attacked him en route. Then crawling forward under withering machine gun fire, he pounced upon the guncrew and put it out of action. Turning his attention to 2 mortars protected by the crossfire of 2 machine guns, S/Sgt. Ehlers led his men through this hail of bullets to kill or put to flight the enemy of the mortar section, killing 3 men himself. After mopping up the mortar positions, he again advanced on a machine gun, his progress effectively covered by his squad. When he was almost on top of the gun he leaped to his feet and, although greatly outnumbered, he knocked out the position single-handed.

The next day, having advanced deep into enemy territory, the platoon of which S/Sgt. Ehlers was a member, finding itself in an untenable position as the enemy brought increased mortar, machine gun, and small arms fire to bear on it, was ordered to withdraw. S/Sgt. Ehlers, after his squad had covered the withdrawal of the remainder of the platoon, stood up and by continuous fire at the semicircle of enemy placements, diverted the bulk of the heavy hostile fire on himself, thus permitting the members of his own squad to withdraw. At this point, though wounded himself, he carried his wounded automatic rifleman to safety and then returned fearlessly over the shell-swept field to retrieve the automatic rifle which he was unable to carry previously. After having his wound treated, he refused to be evacuated, and returned to lead his squad. The intrepid leadership, indomitable courage, and fearless aggressiveness displayed by S/Sgt. Ehlers in the face of overwhelming enemy forces serve as an inspiration to others.

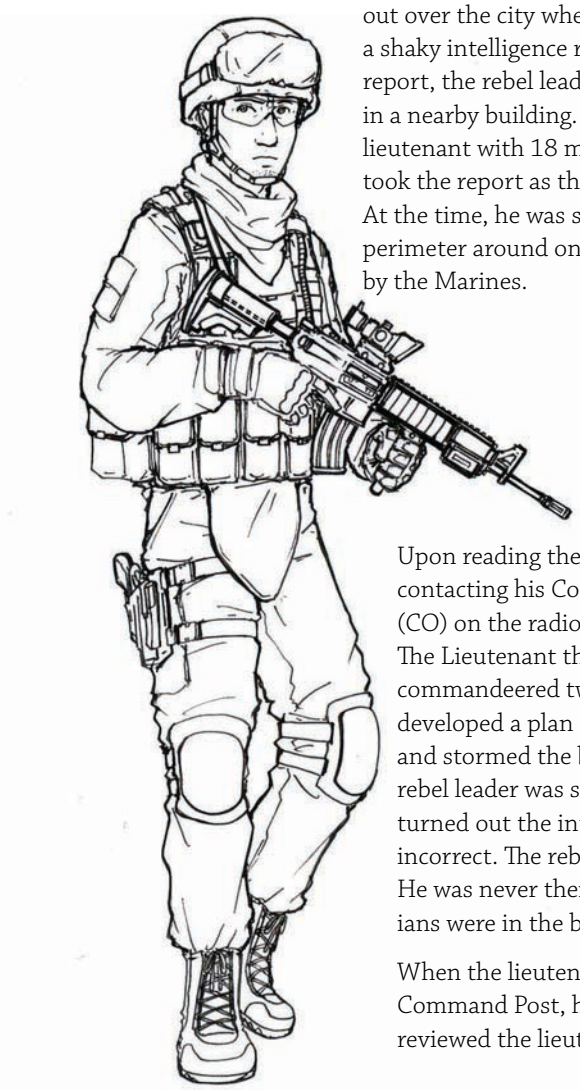
SOURCE: http://www.cmohs.org/recipient-detail/2724/ehlers-walter-d.php

Leadership Skills

CAPT MICHAEL HALPIN, USMC (FMR)
SANTA FE CHAPTER (209), AZ

A few years ago, a military exercise occurred at Camp Lejeune, NC, that involved insurgent rebels attempting to take over the government of a foreign country with the aid of army regulars from a neighboring country. When the rebels were successful in gaining control of an important city, the president of the country requested help from the United States. At that point the US President sent in the Marines with orders to take back the city.

During the exercise, the following incident happened. The Marine force, loaded in helicopters, was spreading out over the city when the Marines received a shaky intelligence report. According to the report, the rebel leader was possibly hiding in a nearby building. A 23-year-old second lieutenant with 18 months time-in-service, took the report as the senior officer present. At the time, he was setting up a defensive perimeter around one of the buildings taken by the Marines.



Upon reading the report, he tried contacting his Commanding Officer (CO) on the radio—without success. The Lieutenant then took his platoon; commandeered two other platoons, developed a plan of attack, and assaulted and stormed the building in which the rebel leader was supposedly spotted. It turned out the intelligence report was incorrect. The rebel leader was not there. He was never there. Instead, only civilians were in the building.

When the lieutenant returned to his Command Post, his CO, a captain, reviewed the lieutenant's actions.

The CO concluded:

- The lieutenant acted hastily on shaky and incomplete information.
- He acted without the express authorization of his CO, thereby turning his back on his assignment.
- He pulled other Marines, who did not report to him, off of their assignments.
- In taking these actions, he scared innocent civilians and came away with nothing to show for it.

If you were the lieutenant's CO, what would you do with this lieutenant?

Without a doubt, the reader now has their initial thoughts on what action should be taken in this situation. Upon further review of the problem, the reader will either confirm their initial reaction or perhaps modify it to some degree. In either case, the reader's initial reaction will form the basis for any action taken with the lieutenant. This initial reaction reveals the reader's leadership instincts, training and skill level. Based on your gut instinct and experience, what should be the proper response?

The Sunbelt Patriotic and Arizona Youth Leadership Conferences use this exercise during their leadership training sessions. However, YLCs are not the focus of this article. Instead, the purpose of this article is to provide leadership Tips & Guides to fellow Companions on the subject of leadership that they may apply in their chapters.

Let me also add that this problem is based on an actual event described in the book, *Corps Business: The 30 Management Principles of the U.S. Marines*, by David H. Freedman. This book is given to the YLC students at the very beginning of the class, before any instruction is given and is used to obtain an idea of the student's leadership skills before the course material is presented.

As a team, the YLC staff tells students they must decide what action to take with the lieutenant. They are given three broad options. One, they can praise the lieutenant in any way they decide. Second, they can discipline the lieutenant in any way the students feel is appropriate. Three, they can ignore the issue entirely and walk away from it.

Students then discuss the problem develop their answer. They can explain their answer later if desired, but there is no discussion of their answer at this time. Instead, their answers are noted, placed aside and the class continues. The staff does not tell the students they will review the problem again at the end of the class.

Instead, the class continues with additional instruction on leadership skills that not only provides a foundation on which to build successful leadership skills, but it also provides the answer to the problem. If the students listened closely, they will realize they heard the solution to the problem during the instruction.

Over the years, numerous people—from students to executives—studied this problem. Regardless their leadership level, the overwhelming majority have responded that some kind of discipline was in order. None ignored the issue and few voiced the opinion that the lieutenant earned praise.

In reviewing the problem and the course of action to be taken, several questions arise that need to be answered to reach a proper decision. The YLC Staff asks students the same questions to stimulate discussion and to help lead them to the answer.

USMC LEADERSHIP PRINCIPLES

These 11 principles form the foundation of leadership in the Marine Corps. Living by these principles will make you a better officer. Together, they form the traits and values that define your character as a leader.

Adopting these principles will guide your actions with your Marines and your unit, and provide direction throughout your career. The skills you learn now will stay with you long after you've finished training.

The principles are also an important tool for self-evaluation. As you progress, you can use them to identify your own strengths and weaknesses, and seek self-improvement.

TAKE THE LEAD

1. **Be technically and tactically proficient**
2. **Know yourself and seek self-improvement**
3. **Know your Marines and look out for their welfare**
4. **Keep your Marines informed**
5. **Set the example**
6. **Ensure the task is understood, supervised and accomplished**
7. **Train your Marines as a team**
8. **Make sound and timely decisions**
9. **Develop a sense of responsibility in your subordinates**
10. **Employ your unit in accordance with its capabilities**
11. **Seek responsibility and take responsibility for your actions**

LT Ron Janney observing PCINC COL Jack Jones pinning the MOWW pin on Dan Dow after his induction.

These questions include:

- What is the main objective of the unit and did the lieutenant's action advance the attainment of it?
- How would it affect your decision if the lieutenant had been successful in capturing the rebel leader?
- Should he have gotten more information before acting?
- Should he have gotten express authorization from his commander before acting?
- What about his assignment and those of the other Marines?
- What about the civilians?

In the end, the majority of those asked for their course of action stick with their initial decision, usually some form of discipline.

How do these decisions compare with that made by the lieutenant's CO in the actual exercise? It was completely opposite as the CO concluded it was a job well done. "It was a good bet. The lieutenant did exactly the right thing." Since the CO's decision is exactly the opposite of most who answer this problem, it immediately raises the question, "Why?"

A review of the situation and the lieutenant's actions provide the answer. The Marine's main objective was to capture the city and defeat the rebels. Capturing the rebel leader would have greatly enhanced achieving this objective. The lieutenant, knowing the main objective of his unit and following his commander's intent, took the initiative to attempt to capture the rebel leader. He had to act on the information he had available at the time. Had he waited, and had the rebel leader have been there, the Lieutenant might have missed an opportunity to capture him by waiting too long to

"You don't have to hold a position in order to be a leader."
—Henry Ford

act. Rebel leaders do not stay in any one place for very long, especially when Marines are actively looking for them.

He determined that capturing the rebel leader had a higher priority than his assigned duties and that of the other Marines. As for the civilians, they are already in a war zone. Having a bunch of Marines burst in looking for the enemy would not be surprising. Finally, the lieutenant tried to contact his CO for instructions on what action to take, but he was unavailable, leaving lieutenant the highest authority available to make a decision and act on this information. Had the lieutenant waited, the opportunity to capture the rebel leader might have been lost and his CO could have properly faulted him for his lack of initiative.

In summary, the lieutenant had the courage to take the initiative and made a decision, as the highest-ranking officer on the scene, to take an action that, if successful, would have greatly advanced his unit's accomplishment of its mission. Having accepted the responsibility of his decision, he task-organized a force to accomplish this mission and took action. If he had been successful, he would have received recognition and rewards, in the form of a medal, for his action. Even though he did not capture the rebel leader, he received recognition and rewards from his superiors, in the form of praise for his initiative. The fact the rebel leader was not there does not discredit his action. He displayed all the qualities that the Marines expect of their leaders and that are the foundation of successful leadership in any organization public or private. ★

Capt Halpin is a proud Marine and is the Commander, Phoenix Chapter, AZ. He is also the President, New Mexico Sunbelt Patriotic YLC, and he is a a leadership instructor for the AZYLC.

Learning to be a Veteran

CG CPT FREDERICK J. RAMSAY, MSC, USA (FMR)
COMMANDER, WEST VALLEY CHAPTER (131), AZ

I am learning to be a veteran. What, you might ask, do you mean by that? You put on a uniform and served on active duty or in a Reserve or National Guard unit, didn't you? Of course, you are a veteran. Not so. I, along with most of the young men of my generation, was subject to the draft. That was before Vietnam and the dramatic changes that followed that conflict. However, in 1954 when I graduated from high school, the universal expectation was you would serve a two or three year hitch somewhere. Except for exemptions given for various reasons, e.g., health, religion, etc., you were required to show up at an induction center and be enlisted. The only questions, options really, were which service and in what capacity?

When I enrolled at Washington and Lee University in the fall of that year, I was assigned an Army ROTC company. If I did not want to be in ROTC, I had to subscribe to some other military alternative or petition the President for relief. No kidding, that's how it worked. The Marines had such a program, as did the Navy, but for most of us, two years of mandated ROTC became the easy choice. After two years, you could opt out and take your chances with the draft or continue in service. Understand please, these were the Eisenhower years. Times were different back then, quieter. Students did not take to the streets, sit in, or burn their underwear. We were told that such and such was the drill, and we did it.

I had had twelve years of military school before college. I could do ROTC in my sleep, no problem there. In my junior year, I opted to stay with the program. Why not? I thought, "If I were going to serve, I might as well do so as an officer." In June of 1958, I was commissioned a Second Lieutenant of Infantry in the United States Army. I had also been accepted to graduate school. I asked for and received a delay in reporting to active duty, contingent, of course, on my continued studies. I did not know it at the time, but that delay would have interesting and fiscal consequences.

When I finished my graduate work and received my Ph.D. in 1962, I requested and received a branch transfer from the Infantry to the Medical Service Corps. I believed I had more to offer in that area than the Infantry. After a very hot and uncomfortable two months in San Antonio at Fort Sam Houston attending Medical Field Service School, I reported to my first and only assignment at Edgewood Arsenal, then the Chemical, Biological, and Radiological Warfare Center and home base to the Chemical Corps. (It has subsequently been merged with Aberdeen Proving Grounds. However, in 1962, it was a separate entity with its own commanding general and support services.)

There are things I could write about that experience and the inherent danger with working with biological weapons, but that must wait for another day. What is germane to this article is that I served my two years of active duty there in the Medical Directorate. Our job was to find ways to neutralize the weapons being developed elsewhere on the base and, we assumed, by the Russians.

Obviously, you dare not deploy a weapon of that sort unless you have the means of protecting your own troops from its effects. So, I spent my service time engaged in this zero sum game. I never felt I was at risk until years later when it dawned on me that the only thing between me and a terrible death was a pair of latex gloves, which likely had been purchased on a "lowest bid" contract.

Because I had deferred reporting for active duty, I had acquired time in grade and was promoted immediately to First Lieutenant on entering active duty. In my second year, I was promoted to the rank of Captain, which meant more money, of course, and an increased measure of respect from the ranks. Captain is, in my view, the best rank to have when you are young, but that too, is another story.

On 27 July 1964, I was relieved from active duty. However, I still had a Reserve obligation and that was handled by transferring me to USAR Con Gp, XXI Corps, Indiantown Gap, PA, in a replacement unit of some sort. I gather that if there had been a need for a Medical Service Corps captain during the ensuing five and a half years, I might have found myself in Vietnam after all. But there wasn't and I didn't. I received my Honorable Discharge in January 1969.

US National Defense Service Medal

You should understand that those of us who followed the passive route into service I described, particularly my college classmates who started their active duty in 1958, rarely thought of ourselves as veterans. We were raised in the time when veteran meant World War II or Korea. Then, people were mobilized and disappeared for years, some never to return. Shots were fired, bombs were dropped, and medals were awarded. In the public eye, service during peacetime, during the Cold War if you will, didn't count. It was just something nearly everyone did.

If we were in a room or at a meeting and someone had said, "Will all the veterans in the room raise their hands," we would likely just look around to see who had put up their hands. It would not be one of us. We were not veterans. We were just guys who spent some time in uniform like everyone else. Additionally, to reinforce this misperception, we were not invited to join the American Legion. Our service didn't qualify for membership. Dates had been established and those dates determined whether one was a veteran or not, and we were not. So, we didn't raise our hands, or march in parades, or wear overseas caps with emblems on them. Veterans did those things. Not us.

Then a funny thing happened. Someone decided, and I suspect we will never know who or why, that the Vietnam Era actually began on 1 January 1962. So, fifty years after I gave my uniforms away to a young medical school graduate on his way to an internship at Walter Reed Army Hospital, I became a veteran! The American Legion wrote me a nice letter of invitation. They wanted me. Suddenly, my service did count for something.

Oddly, absolutely nothing had changed in what I did or when I did it. The risks I took doing research with stuff that still gives people the jitters when we talk about it, the stuff that prompted an invasion of Iraq on the assumption they had it, had not changed. Only a decision to move a date transmogrified me from being numbered among the thousands of forgotten and un-honored men and women who served in those days and then went home, to the status of a veteran.

So, now I am a veteran. I pulled out my old and yellowed DD Form 214. Box 26 of that Form indicates medals, badges, citations, etc., earned. It said "None", but because someone out there had shifted a date, I discovered I could wear the National Defense Service Medal. Well, good for me. Also, I was serving during the Cuban Missile Crisis. We didn't think much about it at the time because Edgewood, MD, is a long way from Cuba and any possible attack by a hostile Russian naval vessel.

No threat in Maryland. Well, back then, there were acres of land on that post surrounded by a barbed-wire topped fence. Scattered across that acreage were warehouses which contained a substantial portion of the country's stockpile of chemical and biological weapons—tons of it in fact. If it wasn't the largest accumulation of toxic and lethal substances in the world, it was the scariest. All it would have taken was one Russian sympathizer with even a modest amount of explosives to

The US Army Edgewood Chemical Biological Center (ECBC), Edgewood Area, Aberdeen Proving Ground, Md.

have turned the US 95 corridor between Baltimore and Philadelphia into a disaster area of catastrophic proportions. Standing between that eventuality and any attempts to make it a reality was a company of MPs and (metaphorically) me.

You see how it is. We served. We went home and forgot all about it. Our government forgot all about it. So, I had no idea what it is to be a "real" veteran because I was never given the chance. But, I am learning.

Now, the important stuff. You should know that the only veteran's organization that ever recognized my service as legitimate and worthy was the Military Order of the World Wars.

MOWW made it clear it believed that when you put on a uniform in the service of your country, whether in peace or war, you effectively handed your government a blank check for any amount up to, and including, your life, should it be required.

The fact that the check was never cashed or that the dates on your service record did not correspond to some era was irrelevant. You were a serving officer and that was enough.

Therefore, with your help, I will figure out this veteran business and I will seek out the thousands like me whose service has been under-appreciated over the years. I will tell them about MOWW. I will tell them what it is like to be a veteran, and how it feels to be proud of that status. As a corollary, I will also push for the authorization of the Cold War Service Medal because those who served during that time also deserve some recognition from their government that their service was real, appreciated, and not forgotten. You should too. ★

DISCLAIMER: Opinions or points of view expressed are those of the author and do not necessarily reflect the official position or policies of the Military Order of the World Wars.

Dr. Ramsay was born in Baltimore, graduated from Washington and Lee University, and received his doctorate from the University of Illinois. He served on active duty with the US Army at the Edgewood Arsenal. In 1971, was ordained an Episcopal priest. He writes mysteries and lives in retirement in Arizona with his wife, Susan.

NOAA's roots date back to 1807, when the Nation's first scientific agency, the Survey of the Coast, was established.

NOAA was formed on 3 October 1970 "...for better protection of life and property from natural hazards, ... for a better understanding of the total environment ... [and] for exploration and development leading to the intelligent use of our marine resources ...."

Zero To Ninety In Six

1ST LT GERALD C. BERRY, USAAF (FMR)
CLEARWATER CHAPTER (136), FL

"Incidentally, four … pieces of equipment that most senior officers came to regard as among the most vital to our success in Africa and Europe in WWII were the bulldozer, the jeep, the two and one half ton truck, and the C-47 airplane. Curiously enough, none of these is designed for combat."

—Dwight D. Eisenhower, *Crusade in Europe*

This is the story of one C-47 mission which I flew as pilot, and which contributed to my high regard for the C-47.

After graduating from the Aviation Cadet Pilot training program in November of 1943, I was assigned to the fledgling Troop Carrier Command to fly the C-47 aircraft It was just at the time this new Command was struggling to get up to strength for the coming invasions in Europe.

New C-47 aircraft were rolling off the assembly lines at Long Beach, CA, after which they were flown to Baer Field at Fort Wayne, IN. There, newly formed crews were assigned, and within a few days they were off to England by way of the long Southern Route. My assignment, C-47 Serial 43-15213, was equipped with a glider pick-up mechanism. Airplanes with this equipment would be used in recovering gliders from combat zones, without the necessity of dismantling the gliders, and then rebuilding them for future use.

Upon arrival in England, the aircraft and I were assigned to the 91st Squadron of the 439th Troop Carrier Group. The Squadron Commander, Major Howard Morton, who was a glider pick-up enthusiast, took the aircraft as his, and me as co-pilot. A short time before the D-Day missions, he checked me out on the pick-up technique and I flew most of those recovery missions for the squadron until the end of the war.

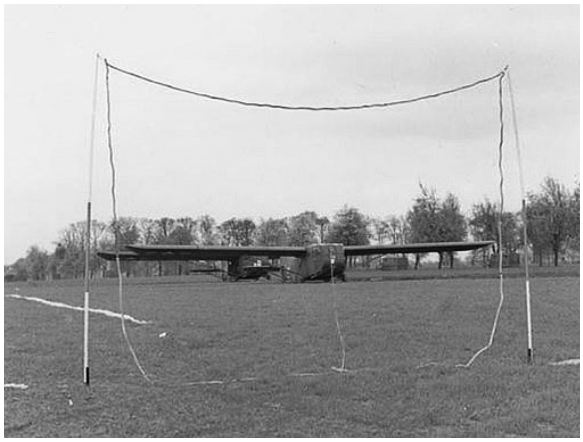
The pick-up equipment, a Model 80 pick-up winch, consisted of a multiple disc brake inside a steel drum housed in the cabin of the aircraft. A braided steel cable wrapped around the drum passed down a wooden arm extended at a 45 degree angle from the bottom of the

Glider at rest is being snatched airborne by C-47 tow pilot lst Lt Gerald "Bud" Berry, 91st TCSq, 439th TCGp

Historic photo depicts the pick-up of the first glider to be recovered from the Normandy landings.

It was taken on 23 Jun 1944, as the glider was being snatched from a field just SE of St. Mere Eglise, France.
Source: Photo courtesy of the author. Photographer: Yves Tariel of Paris, France

Wings (from top): USAAF Pilot, Glider Pilot
Source: http://www.conradwings.com/usaaf.htm



(Top): The Airborne Troop Carrier Shoulder Patch.
Source: Army Heritage Museum

(Photo Left): Two CG-4A gliders await a snatch pickup by a C-47 of the 9th Troop Carrier Command comes in for a landing at Wesel, Germany, 17 Apr 45.
Source: NARA

(Photo Right): Two CG-4A gliders await a snatch pickup by a C-47 of the 9th Troop Carrier Command comes in for a landing at Wesel, Germany, 17 Apr 45.
Source: NARA

aircraft, near the rear door. On the end of the cable was a large hook on which a spring clip held in place on the arm.

On the ground, the pick-up station consisted of two 12 feet high poles set 20 feet apart. A nylon rope in the form of a large loop was stretched between the tops of the poles with a long lead running back to the glider, and connected to the upper nose.

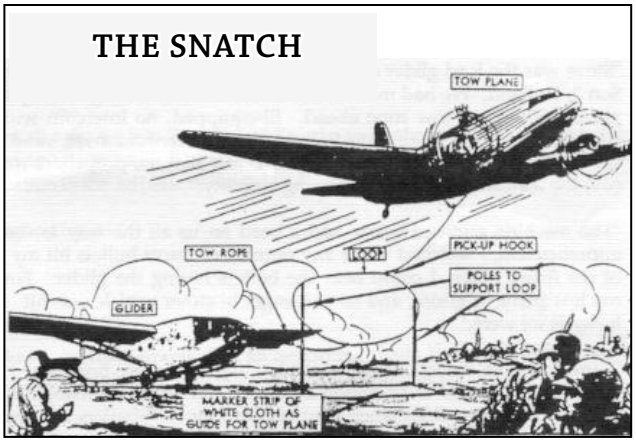
The C-47 approached the pick-up station at 120 miles per hour and about 20 feet off the ground. When the hook engaged the loop on the pick-up station, it dislodged the hook from the spring clip and the cable started playing out. Immediately the brake engaged and quickly stopped the rotation of the drum and the cable play-out. The glider accelerated from 0 to 90 miles per hour in about six seconds, and was airborne after a roll of about 200 feet.

In February 1945, Allied armies—the Canadians and British in the North, the Americans in the middle, and the French in the South—were pressing in on the Rhine River. The Rhine was the last great natural barrier which could thwart their onward rush into the heart of Germany enabling the defeat of the Nazi army. A few of the Allied generals, from Lieutenant General Patton in the south to Field Marshal Montgomery in the north, were pushing General of the Army Eisenhower, the Allied Commander, for approval of their individual plans, thereby giving them the honor and prestige of getting across the river first and on to Berlin.

The problem was supply. If any one unit was given the required supply, the other units would have to hold in place. After much thought and concern, General Eisenhower gave approval to the northern plan with Montgomery's 21st Army Group, made up of the Canadian 1st Army, the British 2nd Army and the US 9th Army, leading the way on the ground. Supporting these units would be the largest airborne attack ever conceived. The US 17th Airborne Division and the British 6th Airborne Division were carried into battle in aircraft of the US 9th Troop Carrier Command and the British Troop Carriers, both units being a part of the recently formed First Allied Airborne Army. The operation would be known by the code name "Varsity," with a proposed start on 24 Mar 45.

Normal use of airborne forces was to drop them first, at night to the rear of the front to disrupt enemy communications, create havoc, and secure strong points and transportation hubs. But this operation called for the ground forces to cross the river first, at dawn, under cover of partial darkness and smoke. The Airborne Forces would come in after daybreak, dropping just beyond the range of friendly artillery, with the objective of silencing the large enemy guns and securing transportation hubs. Inherent in this plan was the possibility that the ground forces would be unable to cover ground quickly enough to link up with the airborne forces. If this happened, it would be impossible to move wounded from the battlefield to hospitals in time to save lives.

To the South, during the first week of March, the 1st, 3rd, 7th, and 9th US Armies were all either on the Western bank of the Rhine River or were rapidly approaching it. On 7 March, the Third Corps of the First Army reached the Rhine, and in one of the great fortunes of war found the large Ludendorff Railroad Bridge at Remagen still standing. One of the advantages that led to the Allied victory in WWII was the ability of the American GI to make decisions, without first receiving direct orders from higher officers.



General Eisenhower wrote in his book, *Crusade in Europe,*

> All troops went into battle with verbal orders to seize a bridgehead over the Rhine whenever the slightest opportunity presented itself, and all were alerted to the remote possibility of seizing a standing bridge. The 9th Armored Division, under General Leonard, was leading the advance toward the bridge. Without hesitation, and in the face of vigorous German response, a gallant detachment of Brigadier General William M. Hoge's Combat Command B rushed the bridge and preserved it against complete destruction, although one small charge under the bridge was exploded.

Four divisions were quickly rushed across the river and on 17 March, with the bridgehead about five miles deep, the center span of the bridge, weakened by constant artillery fire, bombing, strafing, even V-2 rocket attacks, fell into the river carrying 28 American Soldier Engineers to their deaths in the water. Three Treadway bridges, built across the river in the first five days, continued to support the growing bridgehead. However, the volume of supplies needed, all going East, made it difficult to get the wounded back across the river to base hospitals in a timely way.

Concern for the prompt treatment of wounded from the bridgehead, the coming "Operation Varsity" in Montgomery's Command to the north, started "out of the box" thinking by Lieutenant Colonel Robert Burquist, the 9th Troop Carrier Command Chief Surgeon, who was aware of a recent rescue operation in Burma. In that operation, a Troop Carrier Command C-47 snatched a Waco CG-4A glider off the ground in a remote area, carrying stranded crewmen to safety.

Why would that not be a possible solution to the Remagen Bridgehead, and the Varsity Mission wounded question? Colonel Burquist made Colonel Anspacher, the 1st Army Chief Surgeon, aware of the glider pick-up technique. The two officers decided to run a trial of three snatches to determine if this technique could be successfully used to airlift casualties from battle areas.

On 18 Mar 45, three demonstration snatches were made using Waco CG-4A gliders loaded with 12 litter patients, a Medical Evacuation Nurse, a Medical Technician, and the Pilot and Co-Pilot. Each of the surgeons rode alternately in both the glider and the airplane. Since all snatches were highly successful, it was decided to make two trial snatches from the Remagen Bridgehead, an active combat area. All airplane and glider crew members would be in full combat dress, and fighter aircraft would fly cover for the mission. The mission would be flown on 22 Mar 45. It would involve two C-47s with assigned pilots J. F. Clippard (441st Group) and myself (439th Group). It would also involve two CG-4A gliders with pilots Major Howard Cloud (9th Troop Carrier Command) and Second Lieutenant W. H. Barker (442nd Troop Carrier Group).

I had been assigned to fly glider recovery missions after both the Normandy and Holland invasions, but these were empty gliders, not loaded with a dozen live, injured soldiers, as would be the case in this mission. At the best, the "snatch" was a delicate, high risk operation, requiring precise depth perception and speed on the part of the pilot and crew. It also required the flawless operation of the equipment, as overseen by the Crew Chief, Sergeant Albert Furr.

In the early morning on 22 Mar 45, bulldozers created a landing strip for gliders in what had been an old potato patch between an apple orchard and the river, on the East bank of the Rhine River across from Remagen,

(Top): The Airborne Troop Carrier Shoulder Patch.
Source: Army Heritage Museum

(Illustration Right): Gliders were used effectively in Burma. After unloading equipment, gliders were loaded with stretchers and walking wounded, and then snatched out. Wounded troops were transported to a hospital in two hours vs. the two months it took by ambulance.
Source: WWII Glider Pilots Association,

(Photo Right): In flight— a CG-4A glider follows a C-47 tow plane.
Source: NARA

(Top): WWII USAAF "1st Troop Carrier Command" Patch.
Source: Army Heritage Museum

(Photo Left): A CG-4A glider of the 9th Troop Carrier Command loaded with injured soldiers, prior to take off at Remagen, Germany. 22 March 1945.
Source: NARA

(Photo Right): This photo shows the litters inside the glider. Flight nurse, Suella Bernard Delp, of the 9th Troop Carrier Command tends to wounded aboard glider at Remagen, Germany, prior to take off. 22 March 1945
Source: NARA

Germany. Around noon the first glider touched down on the strip, and 2,000 pounds of blankets and medical supplies were unloaded. Litters were then installed in the glider and patients were loaded while the tow plane circled overhead under the watch of a friendly P-38 fighter. Everything was done with radio silence being observed.

Each glider carried 12 litter patients, a couple being German soldiers, a Medical Evacuation Nurse, a Medical Technician, and a Pilot and Copilot. When the loading was completed, a yellow panel on the ground in front of the pick-up station was changed from perpendicular to the line of flight to a parallel position, indicating to the air crew that the glider was ready for pick-up.

Crew Chief Sergeant Albert Furr (Atoka, OK) and I agreed on the friction brake's final settings. We did not want to set it too tight as it would give too much of a jerk to the wounded, nor did we want to set it too loose as we might lose the glider completely. As the snatch was made, the whirring sound of the cable play-out seemed to be continuing too long, but then I felt the reassuring tug on the airplane as the speed dropped from 120 MPH to about 90 MPH and I had a good feeling that the glider was in tow.

About then, the smiling face of Sergeant Al Furr appeared in the cockpit and announced that we had only one strand of cable left on the brake drum. We had given those wounded the smoothest possible pick-up experience. On the ground, Lieutenant Steve Campbell, from Pittsburgh, PA, who had witnessed the snatch remarked, "I feel as though I just watched the Wright brothers take-off at Kitty Hawk."

Thirty minutes later, the glider cut loose over the field where the forward hospital was located. Showing the great flying skill of which he was capable, Major Cloud set the glider down and rolled it right up to the door of the surgery tent. If it had been raining, those patients would not have felt one drop of water. Later, I learned that surgery had been performed within the hour. About an hour after the first snatch was made, Lieutenant Clippard successfully completed the second snatch of the mission. The trial mission being highly successful, the "snatch" could now be considered for use in the coming "Operation Varsity Mission" if necessary.

Two days later, on 24 Mar 45, Operation Varsity, the mission across the Rhine River at Wesel, was carried out with great success. The airborne and the ground attacks converged, and the evacuation of wounded by glider snatch was unnecessary.

Within a few days, a number of American papers carried versions of the Remagen snatch story, but the "Mission of Mercy" on 22 Mar 45 quickly faded from memory. It remains the first and only time in the European Theater of Operations where battle-wounded soldiers were snatched from the ground in a glider, going from 0 to 90 miles per hour in about six seconds, allowing all to be in surgery at a forward hospital tent within an hour. ★

During WWII, "Bud" Berry was a Troop Carrier pilot in the ETO flying C-47 and C-46 aircraft. After WWII, he served in the Reserves, earned a BS degree (chemical engineering) from Pennsylvania State College, and worked for Archer Daniels Midland. Sixty-five years later, with one wife and two successful children, he enjoys retirement in Florida and MOWW.

Law & Order Partnership

CAPT JOHN M. HAYES, USAF (FMR)
COMMANDER-IN-CHIEF, MOWW

It was my pleasure to visit the Dallas Police Department Helicopter Unit on 18 August 2014. The visit resulted from an invitation by Dallas Police Lieutenant Kenneth Seguin, Commander of the Dallas Police Helicopter Unit, after he presented a luncheon program at the July meeting of the Dallas MOWW Chapter. I want to thank MOWW's Dallas Chapter Commander COL Joseph Cordina, who coordinated the program, for introducing me to Lt. Seguin.

As a pilot and Companion, I did not hesitate to accept Lt. Seguin's offer. The Dallas Police Helicopter Unit has 18 personnel and two Bell 206 Jet Ranger helicopters. It oversees an area of 385 square miles and has a budget of $2.3M. The unit was formed in 1969 and is a 24/7 operation. In 2013, they flew 1,500 hours. Their motto is "to assist the officers on the ground." They especially like to coordinate with the SWAT officers. Lt. Seguin mentioned the advantage of aerial pursuit of suspects, a "tactical apprehension" technique that reduces the need in many situations for high-speed automobile pursuits. They have had several equipment upgrades, including cameras with field of view thermal imaging and digital video recorders. Their Chief Mechanic, Karen Prevette, was named the Airborne Law Enforcement Association's 2014 Technical Specialist of the Year.

My visit, while personally very enjoyable, reinforced our Preamble's precepts and our Strategic Goals. Dallas Chapter Commander COL Cordina has also visited the unit. This activity is an example of "thinking outside the box." MOWW was discussed, the Order's visibility was increased, our support of first responders and law enforcement was demonstrated, and our outreach program benefitted. I challenge Companions to "think outside the box" and become involved in programs that benefit the Order. I assure you that such activities are a "win-win" for everyone, and they are fun. ★

Capt John M. Hayes is the Commander-in-Chief. He flew for Braniff and US Airways, retiring as a Captain with over 24,000 flying hours. While in the US Air Force, he was a C-141 "Starlifter" aircraft commander. He was also an EC-47 "Skytrain" instructor pilot at Danang AB, Republic of Vietnam, where he flew 166 combat missions and was awarded the Distinguished Flying Cross.

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(1) Paid/Requested Outside-County Mail Subscriptions Stated on Form 3541	7,127	6,950
(2) Paid In-County Subscriptions Stated on Form 3541 (include advertiser's proof and exchange copies)	0	0
(3) Sales Through Dealers and Carriers, Street Vendors, Counter Sales, and Other Non-USPS Paid Distribution	0	0
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ARTHUR B. MORRILL III, Brigadier General, USAF (Ret) September 23, 2014
Chief of Staff, MOWW

Chapter Newsletters

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

Newsletters can be an effective way of marketing our Military Order and your chapter, and their programs and activities. Ensure your newsletter does not end up deleted or in the trash by capturing and keeping the attention of recipients.

Know Your Goals

First, figure out what you want from your newsletter. You can use it to:

- Inform chapter members.
- Recruit and maintain members, volunteers and donors.
- Tell MOWW's friends what is going on in your chapter and in our Military Order.
- Advocate MOWW programs.
- Promote fund-raising.

Know Your Audience

Knowing the newsletter's focus contributes greatly to its effectiveness. Each goal above involves a slightly different group, and your eventual audience will have a mix of interests.

Still, you should still have a general idea of what they are like, their expectations and what you want them to know. Pitch your message to that audience.

Keep Your Layout Simple

Probably the best option is to use good page layout software, e.g., Microsoft Word. Additionally, there is free newsletter software available on the internet. Look at other newsletters for design ideas.

Think about circulation—should it be electronic or paper, or both? (Answer: both.) A few may not have email access or they may just prefer to read your newsletter in print. It also helps to be able to send a newsletter out in an information kit promoting your chapter.

Think of your newsletter as a small public relations campaign. It is very important to look competent. With desktop publishing, even the smallest chapters can turn out attractive and professional newsletters. In doing so, consider some style pointers:

- *Keep it short.* We are bombarded with information, so we are more selective about what we read. Even if your newsletter has a good reputation, people will still toss it as soon as they are bored. Shorter is better.
- *Keep it bright and clear.* Break up big blocks of text with photos, graphics or cartoons. Break up your pages with white space.
- *Print in columns.* Use sub-headings. Put text in boxes, or shaded paragraphs. Ask yourself if the budget will run to another color (or print on colored paper).
- *Keep it simple.* Complicated layouts are distracting and require great expertise to do them well. Stick to a simple, readable and common font throughout the newsletter (with **bold** or *italics* where needed). If you email your newsletter or people download it from your website, keep it at a moderate size.

A Word about the Law

- Copyright: You should always try to get copyright clearance from the author. If you wish to include a report or article from another publication, a clear attribution can suffice.
- Libel: You should be aware of the risks if your newsletter wishes to attack individuals, organizations or the government. It may be libelous and therefore illegal. Opinion pieces can also be libelous. Check them as well before publishing them. ★

Keep It Simple, Keep It Bright, Keep It Clear

The look of the text that a newsletter features varies with the chosen type size and style.

The number of columns and their width are important. One column is a choice of many to keep the page simple and clear. It takes less time to create a newsletter in this format.

Use a typeface that is akin to the typeface used mostly in newspapers and magazines.

Do not overuse color, but make use of white space. Do not dense pack text so the newsletter looks like a technical manual. Include photos that are in focus and have good resolution. Do not overuse graphics.

The wider type line and the bigger typeface make the text of a newsletter easier to read. A newsletter with a one or two column format is ideal so that a reader's eyes do not move far to read a line. Be careful about spacing between two columns. The inter space should not be so large as to make the text not pleasing for the eyes.

Headlines are one of the professional touches of a newsletter. To bring attention to the newsletter, compose well thought out headlines and keep them bold. Headlines should be catchy and meaningful. Newsletters with insubstantial headlines are not read.

Professional newsletters come with departments because it makes the newsletter easier to read. To be more effective, the department of a newsletter needs to be in the same place and the same format with every issue. The department should be as simple as a box of contents to make readers turn the pages of the newsletters.

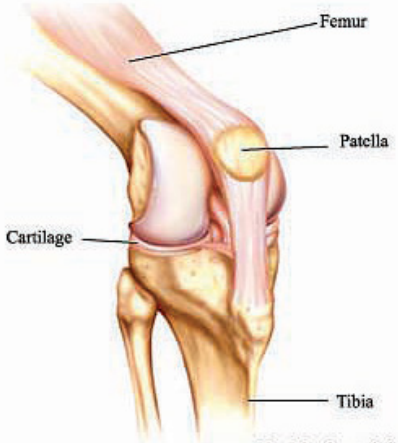
Adapted from: http://www.excaliberprinting.com/blog/category/newsletter-design/

Penguin's Knees: Part Deux

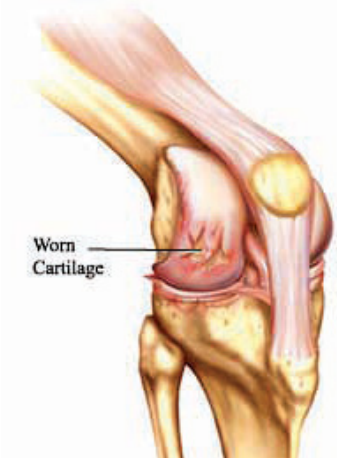
CPT (DR) ROBERT E. MALLIN, USA (FMR)
SURGEON GENERAL, MOWW

In my 2013 article about knees, I covered general therapeutic remedies [*Officer Review*, "Do Penguins Have Knees," May 2013]. Now let us get a little deeper into the subject.

Physical damage to [human] knees is of two types: traumatic fracture, ligament disruption and kneecap fracture, or cartilage tearing. Generally, we treat these by physical repair. Put the bones or cartilage linings back in place by using what is left or by using some artificial substitute. The ultimate treatment is partial or total replacement with a metal joint.



Healthy Knee



Osteoarthritic Knee

Problems that are more usual come from aging and repeated use, the latter affecting the joints in a less drastic manner. However, replacement may be the last resort. (My doc says 80-year olds typically have replacement surgery, which requires a lot of interim care. Most non-physical problems are inflammatory and mechanical defects. Osteoarthritis is bone on bone rubbing together. Rheumatoid arthritis is inflammation. However, all knee inflammation results from more than rheumatoid (autoimmune) disease.

Treatment: Let us start with what you can do at home for knee pain. First, stop what makes it hurt. Rest and protection with a small pillow under the knee helps. Ice for 10-20 minutes two or three times a day with a moderately wrapped Ace bandage will minimize swelling and pain. After two to three days, apply heat and gentle exercises. Use over the counter pain meds, as appropriate.

When knee pain persists, injections may give relief for either temporary or extended periods. These modalities are relatively easy to get and endure. They can successfully enable you to keep on with daily life more or less pain free. Injections start with a local anesthetic on the injection site. A needle is inserted (excess joint fluid may be sucked out first.)

A corticoid steroid (cortisone) injection works quickly, usually before 24 to 48 hours has passed. Often you feel you can dance from the office. Though they work rapidly, the effect usually lasts only 6 to 12 weeks. Steroids are easy and recommended as a quick fix. I have had injections (twice so far) that lasted 24 weeks each—enough to get through the summer or the holidays. We can repeat these injections, but they may provide less relief each time—two or three times a year is best. The tradeoff is that steroids can damage cartilage-producing cells over time.

Hyaluronic acid makes up most of the knee fluid but decreases with time, but injections will restore it. These injections have their limits, but can provide long-term benefits. There are five different preparations of this. One is Hyaluronan. Patients receive one injection, once a week, for three weeks, which may delay knee replacement surgery. It is the joint's "oil lubricant." I would recommend detailed consultation before making this your choice.

Drawing your blood and concentrating the platelet component for reinsertion is also getting some attention these days, but it needs more time to evaluate its long-term effects. In short, I think that if there was one really good treatment, there would not be so many choices. Discuss them all with your Orthopedic Surgeon as you proceed down the path to possible knee surgery. ★

CPT (Dr.) Robert E. Mallin, USA (Fmr), 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.

It *is* Nobler To Serve

REV (CPT) FREDERICK J. RAMSAY, PhD, MSC, USA (FMR)
CHAPLAIN GENERAL, MOWW

Writing this column is a new experience for me. Actually, writing a column or even writing in general is not what is new. It is writing to veterans that is new.

There is an article in this issue of *Officer Review*™ which speaks to my former uneasiness at the title "veteran." Here, I will only say that as one who served in uniform when doing so was the expectation and the risks few, I am in awe of the service rendered by so many others. I listen to or read the stories of my fellow Companions and others, and I am so amazed and thankful at what so many did in uniform.

We grow old. Memories fade. Friends pass on. How do we deal with all of that? Spiritual people tend to accept such changes as inevitable, believing there is something else beyond the moment. Less spiritual folk might not share those thoughts, yet many of them do not seem to have concerns for tomorrow either. Why is that?

These views come from knowing that a life lived well is characterized by service rendered to others, thereby bringing fulfillment beyond the moment. To put on a uniform means one has served for honorable reasons, and in doing so, one sacrifices on behalf of others. Maybe that sacrifice does not appear great or is not medal winning for some, but it is a sacrifice nonetheless—and rewarding.

My friend, Jack Nemerov, tells of being Jewish and a US Army Captain in WWII. On 1 May 45, he helped liberate Dachau Concentration Camp. He told me it was nearly sixty years before he could think about it, let alone talk about it.

Yet now, at age ninety-seven, Jack spends hours in schools speaking to young people. He does not speak of the horrors of Dachau or of war. Instead, he talks about the privilege of serving one's country. He underscores the honor of sacrificing one's time, body and soul in the furtherance of the ideals in our US Constitution.

Whatever else may happen in our lives, we who served were given opportunities for selflessness given to only a few. Happily, serving one's country—regardless our capacity—assures us of a life well lived, and a "well done, my good and faithful servant" entry in one's Book of Life. This service underscores our humanity. This service means that all who have worn their nation's uniform know--including all Companions--they have something beautiful in common. ★

*[*Editor's Note: MOWW has a Resolution of Cooperation with the Joe Foss Institute]*

CPT JACK NEMEROV
Joe Foss Institute* presenter

CPT Jack I. Nemerov, Sr., USA (Fmr): "When we came in, they gave us a kind of a strange look because they were used to the idea of men coming in wearing different colored uniforms, come in, shoot some of them, and then leave because the Nazis had developed killing squads. Some of the killing squads wore black uniforms, some wore grey-green uniforms, some wore brown uniforms. We came in wearing khaki uniforms, so they figured well, another killing squad, another uniform. And they just kept moving around. So I walked up to a couple of them moving around and I stopped them like this, and I spoke to them in Jewish. And I said, 'I'm Jewish, and we're Americans.' And they all started to gather around us, and apparently they didn't believe that we were real because they reached out to feel the fabric of our uniforms and when they felt that the fabric was real they grabbed us by our arms and wouldn't let go. They just hung on, and where some of them found enough moisture in their bodies to cry...but they cried. We did too."

Source: Public Broadcasting System | Arizona State University | "Eight" KAET | Arizona Stories | WWII

Dr. Ramsay was born in Baltimore, graduated from Washington and Lee University, and received his doctorate from the University of Illinois. He served on active duty with the US Army at the Edgewood Arsenal. In 1971, was ordained an Episcopal priest. He writes mysteries and lives in retirement in Arizona with his wife, Susan.

Companions achieving MOWW Strategic Goals

PUERTO RICO (121)

Companions Honored for their Service to MOWW

BY LTC JORGE L. MAS, USA (RET)

The 28 June Annual Election and Installation General Membership Luncheon meeting was a great success. A highlight of the meeting was the presentation of the Outstanding Service Award to our Companions Capt Mario C. Miranda and COL Fernando Sulsona. Capt Miranda has served as Chapter Chaplain and Surgeon for over fifteen (15) years and COL Sulsona served as ROTC Committee Chairman for over four years.

(L-R): LTC Mas presents an Outstanding Service Award Certificate to the Chapter's Chaplain-Surgeon Capt Mario C. Miranda and to outgoing ROTC Chairman COL Fernando Sulsona

CLEARWATER (136), FLORIDA

Clearwater Chapter salutes YLC grads

BY SANDI FAHY, COURTESY OF THE CLEARWATER GAZETTE

The Chapter hosted a special luncheon in honor of the graduates of the YLC which took place at the Florida Institute of Technology in Melbourne this summer. The students were invited to speak about their conference experience at the luncheon. LTC Patton presented YLC medals to the leadership graduates following their presentations.

The YLC grads are (L-R): Shelby Pyles, Brandon Cole, Gloria Nyhart, Alexis Lora, Victoria Howsare, Richard Dyson, Aimee Sinclair, Susan Rimensnyder and Jerland Bingham. (Not pictured are Christiana Ceinnocentiis, Matthew Tharp and John DellaMonica.)

Companions achieving MOWW Strategic Goals

PINSON MEMORIAL (233), TEXAS

Silver Patrick Henry Medallions Awarded

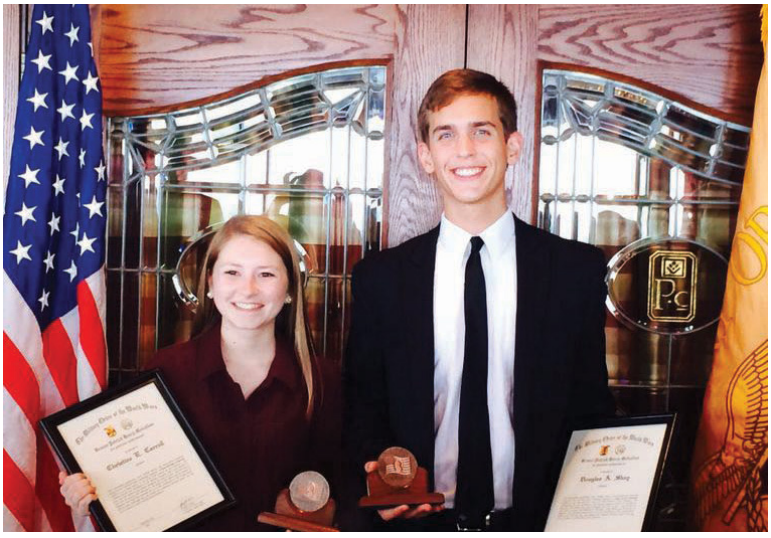
BY LTC TERRANCE WALLACE, USA (RET)

Chapter Commander LTC Terrance Wallace, USA (Ret), awarded Silver Patrick Henry (SPH) Medalions to Companions during the June Banquet.

Companion Amy Fowler Clapp, HPM, received her SPH for her outstanding production of the Chapter's newsletter. During the last three years, the Pinson Memorial has been the National Small Chapter Newsletter Winner.

Companion Sarita Wirsig, HRM, was likewise honored for her unwavering service as Chapter Marshall. During a period of rapid and significant changes to monthly meeting times and locations, her steadfast attention to that duty insured the success of our chapter operations

***Top* (L-R): GSO Maj David E. Wirsig, USMC (Ret), presented MOWW's Silver Patrick Henry to Companion Amy Fowler Clapp, HPM, (and below) to his wife, Companion Sarita Wirsig, HRM.**



DALLAS (069), TEXAS

Two Southwest YLC "Top Students" Honored

REPRINTED FROM THE COPPELL GAZZETTE, PHOTO COURTESY OF COPPELL NEW TECH HIGH SCHOOL

New Tech High Coppell seniors Christine Carroll and Doug Shay were honored by the Dallas Chapter on 2 Sept, where the two seniors were awarded the Bronze Patrick Henry Medallion for Patriotic Achievement. During the summer, Christine and Doug each attended YLCs at Texas Wesleyan University in Fort Worth and Texas A&M University in College Station respectively, where they were identified as "Outstanding Leaders" and chosen as top students by their peers and counselors.

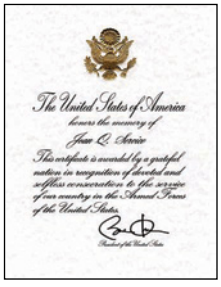
MG MEADE (026), MARYLAND

Companions Motivated to Action

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

Certificates of Appreciation for their service during the past year were presented to (L-R): Brig Gen Andrew Veronis, USAF (Ret.); Maj John Benevides, COL Erwin Burtnick, Lt Col Sheldon Goldberg, USAF (Ret); COL Kent Menser, LTC Francis Thompson, LtCol Roy Hodges, 1st Lt Norman Johnson, CWO Earl Wade. Not available was Maj Jim Shiffrin

Presidential Memorial Certificates



A Presidential Memorial Certificate (PMC) is an engraved paper certificate, signed by the current President, to honor the memory of honorably discharged deceased veterans.

This program was initiated in March 1962 by President John F. Kennedy and has been continued by all subsequent Presidents. VA administers the PMC program by preparing the certificates which bear the current President's signature expressing the country's grateful recognition of the Veteran's service in the United States Armed Forces.

Eligible recipients include the next of kin and loved ones of honorably discharged deceased veterans. More than one certificate may be provided.

Eligible recipients, or someone acting on their behalf, may apply for a PMC in person at any VA regional office or by US mail or toll-free fax. Requests cannot be sent via email. Please be sure to enclose a copy of the Veteran's discharge and death certificate to verify eligibility, as they cannot process any request without proof of honorable military service. Please submit copies only, as they cannot return original documents.

Link to download PDF form: http://www.va.gov/vaforms/va/pdf/VA40-0247.pdf

For more information see http://www.cem.va.gov/pmc.asp

Learn About PTSD From Veterans Who Live With It Every Day

AboutFace is an online video gallery of veterans talking about living with PTSD. Hear their stories. Find out how treatment turned their lives around. Learn about PTSD, explore treatment options and, most importantly, hear real stories from other veterans and their family members and get advice from clinicians who have treated thousands of cases of PTSD.

There are three sections to the site: Veterans, Clinicians and Families. Each section has a series of statements on the left and pictures of people on the right. Click on a person to watch what they have to say. If you like what you see, there's an option to watch more of that individual. Or you can go back and watch another person on the same topic.

You'll also find PTSD Profiles in the top navigation bar. These are short films in which veterans tell the stories of what caused their PTSD and what they did to get their lives back on track.

AboutFace is produced by the VA's National Center for Posttraumatic Stress Disorder, the world's leading center for PTSD research and education. The Center is committed to improving the well-being of American veterans through the advancement of research, education and training in the science, diagnosis and treatment of PTSD and stress related disorders.

Link: http://www.ptsd.va.gov/apps/AboutFace/

Airborne Hazards and Open Burn Pit Registry

The Airborne Hazards and Open Burn Pit Registry is a database of information about veterans and servicemembers collected through a questionnaire.

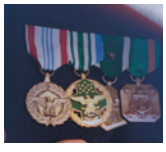
OEF/OIF/OND or 1990-1991 Gulf War veterans and servicemembers can use the registry questionnaire to report exposures to airborne hazards (such as smoke from burn pits, oil-well fires, or pollution during deployment), as well as other exposures and health concerns. Why sign up?

- Create a snapshot from which to identify changes in your health.
- Print and use your completed questionnaire to discuss concerns with your provider.
- Learn about follow-up care and VA benefits.

Instructions are available if you need assistance with the questionnaire.

Visit: https://veteran.mobilehealth.va.gov/AHBurnPitRegistry/#page/home

Wear Your Medals on Veterans Day



Beginning with Veterans Day 2006, VA joined with major veterans service organizations to bring veterans together across the country in a symbolic demonstration of unity and patriotism.

A Veteran's military medals tell stories of service, sacrifice, bravery and accomplishment. Each story is as unique as the Veteran who wears those medals. Sharing them with family, friends and the public on Veterans Day allows America's Veterans to tell their stories to the entire Nation and helps teach America's youth the true meaning of citizenship and freedom. ★

OFFICIAL MOWW POLO SHIRT

Show Your Pride!

Imprint embroidered on left chest

Harriton 5.6 oz. Easy Blend Polo - Ladies'

Made with a 5.6-oz 65/35 polyester/cotton pique blend of material. Breathable side vents with a three-button placket, flat-knit collar and cuffs, and a hemmed bottom.

Adult Sizes (Item #105472-L):
S-3XL: Price $18.50 ea
Embroidery Print: Left Chest

Harriton 5.6 oz. Easy Blend Polo - Men's

Made with a 5.6-oz 65/35 polyester/cotton pique blend of material. Breathable side vents with a three-button placket, flat-knit collar and cuffs, and a hemmed bottom.

Adult Sizes (Item #105472-M):
S-5XL: Price $18.50 ea
Embroidery Print: Left Chest

Black, Charcoal, Dill, Espresso, Gray Heather
Hunter Green, Lime, Lt. College Blue, Nautical Blue, Navy
Stone, Team Purple, True Royal

Now available in long sleeve, inquire by email

Name:
Shipping address:
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Item Number #	Description	Quantity per size (Please order a larger size if you are in between sizes.)								Total Qty.	Price ea. $	Total
		S	M	L	XL	2XL	3XL	4XL	5XL			
(A) 105472-L	Harriton 5.6 oz. Easy Blend Polo - Ladies										$18.50	
(A) 105472-M	Harriton 5.6 oz. Easy Blend Polo - Men's										$18.50	
											TOTAL $	

Shipping included in the price.
For orders of 6 or more to a single address cost is $16/shirt.

Color: _____

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"IT IS NOBLER TO SERVE THAN TO BE SERVED"

OFFICER REVIEW™

THE MILITARY ORDER OF THE WORLD WARS

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We welcome articles, photographs and letters to the editor for possible publication in the *Officer Review.®* Materials submitted may be edited for length, space, style and clarity. Please e-mail submissions to the Editor-in-Chief, *Officer Review®*: chiefofstaff@moww.org

When submitting materials please include your rank, name, service, mailing address, daytime telephone number, e-mail address and your chapter affiliation. *No responsibility is assumed for materials submitted for publication.*

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THE UNITED STATES NAVY

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