

# OFFICER REVIEW

THE MILITARY ORDER OF THE WORLD WARS

OCTOBER 2015  
Volume 55 • Number 3



## Convention Backbrief

### Achieving Success via Chapter Action Plans

#### ALSO IN THIS ISSUE:

- The Mighty Eighth
- Dynamic Region V Summit
- Hawaii Chapter Visits NOAA



# Purpose and Contribution

Dear Companions –

Typically, by now most chapters have recently met and, importantly, reviewed the Chapter Planning Guide (MOWW Form 20) and created or refined their Chapter Action Plan outlining the year's planned activities. Likewise, hopefully commanders have reviewed the Chapter Commander Checklist (MOWW Form 19). These actions help chapter commanders and Companions determine what needs to be done, how to get it done, who will get it done, and when it will get done. Remember the old adage that is all too true, "If we fail to plan, we plan to fail."

Proactive planning, keeping Companions informed about upcoming activities, and motivating Companions to be involved in them, are essential to executing the chapter's mission throughout the year.

To accomplish the business of the Order, successful chapters need well-informed, action-oriented staff officers who are focused on the Order's Strategic Goals. Organizational success at all levels—whether in person or at a distance—requires communication, coordination and cooperation. As important, within MOWW, we must never forget the value of Companionship among Companions at all levels.

We have a compelling and relevant mission: service to our nation. Our service includes promoting patriotic education and youth leadership, recognizing JROTC/ROTC cadets and scouts along with those first responders in the law & order arena, and voicing our collective opinions on matters of national security to Members of Congress and others. Our mission is particularly relevant today because many of the ideals we uphold are no longer emphasized in the schools—and because of threats to our security. Our personal involvement makes the difference!

Serving in the Order gives us a sense of purpose and contribution. Every day we meet many eligible officers and family members who embrace the values of the MOWW and would join us after learning who we are and what we do. Just ask them! Studies show that those who engage in social activities and possess a strong sense of purpose live longer. That's a great motivator for getting involved!

*Ruth L. Hamilton*

RUTH L. HAMILTON, LTC, USA (Ret)  
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# OFFICER REVIEW

THE MILITARY ORDER OF THE WORLD WARS



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### ON THE COVER

Kentucky Bluegrass Challenge Academy Cadets display the CINC's Coin Of Excellence at the graduation from their YLC.

Source: PCINC Col Clifford D. Way, USAF (Ret)



# The Mighty Eighth

COL James T. Roberts, USA (Ret)  
Savannah Chapter (53), GA

Flying Ace. Then Capt Hunter featured on a popular National Chic Sky Birds, a non-sports gum card



In 1917, Frank O'Driscoll (Monk) Hunter, a native of Savannah, GA, was a young man more than ready to go to war. Turned down by the New York City recruiters because they had

met their goal for the new aviation program, young Frank hopped a train for Memphis and enlisted as an Air cadet in the Army Signal Corps Reserve Aviation Section.




After leaving the Army for a short period after the war, in 1920 he accepted a Regular Army commission as a captain assigned to the Army Air Service.

He became known as a spirited and tenacious air warfare strategist and tactician. He held a number of command assignments where he established extremely high aerial training standards and was identified as a top stunt, test and racing pilot. Never one to shirk duty, he was the first to fly the first new

**Right: Pilots of the 103rd Aero Squadron are decorated by the French on 12 June 1918. Left to right are: Bill Thaw, Charles Biddle, Christopher Ford, Charles Wilcox, Frank O'D. Hunter, Hobie Baker, an unknown French officer, and Robert Soubiran.**

Source: US Air Force photo




**Historical Marker, Savannah, GA:**  
**"Birthplace of Eighth Air Force"**

On 28 January 1942, the Eighth Air Force was activated in the adjacent building, a National Guard Armory at the time.

Having moved to England, the Eighth was ready on 17 August to test the theory that daylight bombing raids could be made with profitable results. Twelve B-17s participated in this mission, striking the railway marshalling yards at Rouen, France, and returning safely to their home base. This highly successful mission established the pattern for the strategic bombardment of Nazi Germany – the Eighth Air Force by day and the RAF by night.

Under the leadership of Generals Carl A. Spaatz, Ira C. Eaker and James H. Doolittle, it flew over 600,000 sorties delivering over 700,000 tons of bombs and destroying over 15,000 German aircraft. On one single mission, December 24, 1944, it was able to send 2,000 B-17 Flying Fortresses and B-24 Liberators and nearly 1,000 fighters in the Battle of Germany.

The renowned winged-eight, the emblem of the Eighth Air Force, was designed by former Air Force Major Ed Winter, a native of Savannah."







model aircraft his unit would receive. This resulted in four plane crashes, two broken backs, and after the second incident, the realization that using a parachute might be a good thing.

Hunter's home town was also experimenting in aviation. By 1928, city council members realized that having an airport would place Savannah on the map as a modern city. They entered into an agreement with J. C. Lewis to buy 730 acres of pasture to establish the Savannah Municipal Airport. The facility opened in 1929 as a grass strip supported by several buildings.

By 1940, the Savannah airfield had grown in capacity. So much so, that the city fathers decided to showcase the airport by having an Aviation Week celebration in May. A surprise visit by Lieutenant Colonel Hunter motivated the city fathers to rename the airport Hunter Municipal Airfield in his honor. In August, the Army Air Corps received approval to build a base at the field. Between October 1940 and February 1943, Hunter's instructors trained over 80 different units, including bombardment groups. From March 1943 to VE Day, Hunter was the staging unit for some 70,000 crew members who flew over 9,000 aircraft overseas to combat zones.

The story of the Eighth Air Force began in early January 1942, when a young enlisted man reported to the Chatham Artillery National Guard Armory on Bull Street. He was the first member of the new Eighth Air Force Headquarters. The personnel flood gates then opened. The Eighth Air Force was activated

on 28 January 1942 at Hunter Field with three subordinate commands: VIII Bomber Command, VIII Fighter Command, and the VIII Ground Air Services Command. By 17 August, the headquarters was in England executing the first American daylight bombing mission in B-17s.

One of those members who went to England was Frank Hunter. As a newly minted Brigadier General, he commanded the VIII Fighter Command. In September 1942 he initiated the first fighter-bomber sweeps on the continent of Europe using the P-47 Thunderbolt. Later, when there was criticism of a lack of effective fighter cover for the bomber missions, Hunter decided to fly on one of the bombers on a daylight mission to see the tactics being used against the Luftwaffe. It was clear that the P-47 was out maneuvered by the German aircraft. Fighter effectiveness was not fixed until the arrival of the long range P-51 Mustang in 1944. By that time, General Hunter had been promoted and re-assigned to the United States as the Commander, First Air Force. He was charged with training replacement crews, with many going to the Eighth Air Force.

General Hunter had an important job. The Eighth Air Force alone had the capability of sending more than 2,000 bombers and 1,000 fighters on a single mission. Out of the estimated 350,000 airmen who served with the Eighth Air Force in Europe, 47,000 became casualties. The largest of all Air Forces deployed, it suffered about half of all Army Air Force casualties

**B-17 Flying Fortresses over Europe during World War II. The Eighth Air Force arrived in 1942. Some of their equipment was formidable including the B-17 Flying Fortress bombers, seen in action over the continent, earning them the nickname "The Mighty Eighth."**

Source: US Air Force photo







The National Museum of the Mighty Eighth Air Force is restoring its B-17 in honor of the B-17 named "City of Savannah" on December 3, 1944. The aircraft was the 5000th airplane processed through Hunter Army Air Field at Savannah, GA during World War II. It was christened prior to its take-off to England to fly combat missions with the 388th Bomb Group, 563rd Squadron, of the 8th Air Force.

The crew flew their first combat mission from Knettishall on January 15, 1945. Lt. Kittle and his crew were shot down over Kraslice, Czechoslovakia, in a different aircraft on their 13th mission to Plauen, Germany on March 5, 1945. Nine members of the crew became prisoners of war and one crewman was killed in action. The aircraft, "City of Savannah" flew 44 combat missions in World War II.

Source: <http://mightyeighth.org/b17-restoration-project/>

involving air combat. Its casualties came from the loss of over 5,100 aircraft during the 440,000 Bomber Command sorties that dropped 697,000 tons of bombs.

Airmen from the "Mighty Eighth" earned 17 Medals of Honor, 200 Distinguished Service Crosses and 442,000 Air Medals. Fighter Command pilots and Bomber Command gunners amassed 11,200 aerial victories with 261 pilots and 305 enlisted gunners achieving ace status.

The Eighth Air Force never returned to Savannah. However, Major General Hunter did, later passing on

in 1982. Hunter Air Force Base was closed in 1946 only to reopen again with the realization that the Cold War had begun. Under the Strategic Air Command, the 2nd and 308th Bombardment Wings daily used the 11,375 foot runway to go skyward on training and alert missions. On 1 April 1967, the Air Force transferred Hunter to the US Army, which activated the Army Flight Training Center with the mission to train American and South Vietnamese pilots for deployment in Southeast Asia. MOWW Companions Lieutenant Colonel Douglas Andrews and Major Luis Carreras, were students or instructors there, as were other Companions.

**The end: US Army Air Force Brigadier General Frank O'Driscoll Hunter, (left) commanding Eighth Air Force Fighter Command, and Air Chief Marshal Sholto Douglas, then head of RAF Fighter Command, salute as the three Eagle Squadrons are transferred from the RAF to the USAAF on 29 September 1942.**





### Companion Told the Story

“Retired Colonel Jack Marvin earned his solo pilot license at the age of 15 on a J3 Piper Cub and his passenger license at 16. He entered the Air Force in June 1948 and was chosen as a fighter pilot after phase two of training. During the Korean War Jack flew one hundred combat missions in the F-86A and F-86E. When he returned home he served as a Combat Crew Instructor on the F-80 and F-86 at Nellis AFB. After leaving active duty in 1953, Jack flew as a test pilot flying the F-100 and T-28 for North American Aviation. He then moved to Japan to work for Mitsubishi flying the F-86 and later returned to North America to work for Republic Aviation to test fly the F-105. Jack went back to active duty during the Pueblo Incident during 1967-68 instructing on the F-86H and AT-33. He served in the Tuscan Air Guard from 1970-79 as an active duty pilot for the Air National Guard AFRES as a combat crew instructor on the F-100 and A-7. He later became the advisor to the 9th AF Commander and retired in 1985 after serving as the advisor to the ANG AFRES Inspector General of the US Air Force. He flew 64 different types of planes during his career logging 11,000 flight hours. Jack has been married to his wife Dee Marvin for sixty years. They have four children, fifteen

grandchildren and five great-grandchildren. They moved to Savannah in 1990.

**In 1999 Jack began volunteering at the Mission Experience as a guide. He still fits in his flight suit and wears it while volunteering.”**

—Excerpt, National Museum of the Mighty Eighth Air Force, “Jack Marvin Volunteer of the Month”  
Mission Update, December 2009 [Note: Col Marvin passed in May 2015]

Today, the Eighth Air Force is represented by the National Museum of the Mighty Eighth Air Force at 175 Boume Avenue, Pooler, GA, a suburb of Savannah. In its great hall of aircraft sits a B-17, “The City of Savannah,” which is representative of the 5,000th B-17 processed through Hunter. Nearby, a Luftwaffe fighter lurks, ready to pounce. The other historical hallways and displays, the English chapel and more, bring back memories to veterans of the period, their families, and those interested in the greatest war of all time.

Perhaps, the best part of the visit is to talk to the guides, mostly Air Force veterans, who tell the story of those who fought that war. Companion Colonel John M. (Jack) Marvin, USAF (Ret), who was a fighter pilot, test pilot and Thunderbird pilot, and dedicated MOWW leader, was one of those most enthusiastic story tellers. He loved his country, he loved flying, and he loved telling the stories of heroism and valor of the young pilots and crewmembers who were trained at Hunter, and fought overseas in defense of their country.

Hunter Army Airfield is still a thriving aerodrome. The 350 acres of aircraft parking area is home to five battalions of the 3rd Infantry Division Aviation Brigade; 3rd Battalion, 160th Special Operations

Aviation Regiment; 224th Military Intelligence Battalion (Aerial Exploitation); Detachment 1, Company B, 1st Battalion, 169th Aviation Regiment, Georgia Army National Guard; 117th Air Control Squadron, Georgia Air National Guard, and; US Coast Guard Air Station. Other units are: 1st Battalion, 75 Ranger Regiment; 3rd MP Group (CID); Beach Support Company, 4th Marine Logistics Group and supporting elements.

Surprising what a visit will produce. Lieutenant Colonel O'Driscoll Hunter was honored to have a civilian airfield named after him. The rest is history. If present, he would have said, “Well done,” to those at the ceremonies marking the 75th Anniversary of Hunter Army Airfield, celebrating the period May 1940 to May 2015.

*Aim high!* ★



COL Roberts, a 34-year veteran, last served in Iraq as a DA civilian in 2010. He is a past MOWW chapter chair, and the past national Chair, Law & Order Committee, and is currently the Chair, National Security Committee. He is now a business continuity-planning consultant after serving as a United States Marshal in the Bush administration.



# Dynamic Region V Summit

COL MARY D. LUTZ, USA (RET)

GENERAL STAFF OFFICER, REGION V (MOWW)



**Top (L-R):** VCINC COL Brad Beasley, USA (Ret); IPCINC Capt John M. Hayes, USAF (Fmr), Mrs. Deborah Beasley

**(L-R):** Capt Owen Haddock, USAF (Ret); Mrs. Beth Haddock; PCINC LTG Sam Wetzel, USA (Ret); Mrs. Eilene Wetzel; Mrs. Deborah Beasley; 1LT Raelyn Guzman-Vita, USA; Mr. Trevor Vita, and LTC Patricia Krause, USA (Ret).

Over 50 Companions, spouses and guests from ten of Region V's eleven chapters enjoyed an informative and entertaining Region V Conference from 24-26 April 2015. COL Brad Beasley, USA (Ret), Commander, Region V, asked the Columbus Chapter (GA) to host this conference, which was located next to the US Army Infantry and Armor Schools, co-located at Fort Benning. LTC Patricia Krause, USA (Ret), Commander of the Columbus Chapter, graciously welcomed Companions and superbly arranged the accommodations and events.



Major highlights of the Conference were the viewing of the Massing of the Colors and Basic Infantry Training Graduation of more than 200 Soldiers conducted at the National Infantry Museum's Parade Field, on Friday, 24 April 2015. Another highlight was a personal tour of the National Infantry Museum conducted by one of our Companions, COL John House, PhD, USA (Ret), who is a Columbus Chapter member. The museum, which is just outside the Fort Benning Gate, is free and open to the public. Four hours did not even begin to cover all the Soldier displays depicting every major conflict in which

the United States has been involved.

On Saturday, the Region V Business Meeting included presentations from a variety of presenters. Then CINC Capt John M. Hayes, USAF (Fmr), enlightened Companions about MOWW accomplishments and plans for organizational growth. COL Brad M. Beasley, USA (Ret), Region V Commander, shared his "State of the Region" with chapter delegates and attendees. His assessment is "the State of Region V is excellent and solid."

PCINC LTG Sam Wetzel, USA (Ret), provided tips and techniques for increasing MOWW Membership—a topic of interest to all Companions and MOWW chapters. On a sad note, a Memorial Service remembered 58 of our Companions who served our great nation with honor. Other presentation highlights included: Chapter Updates, Annual Tax Filings, National and Homeland Security, Military Budget, Chapter Planning, Youth Leadership, and JROTC Cadet Presentations.

Companions were pleased to welcome the newest Chapter Commander in Region V, 1LT Raelyn Guzman-Vita, USA, of the BG William T. Ryder Chapter at Fort Bragg, NC. She explained the origin of the chapter and told Companions that all the current members are active-duty Soldiers. Plans are to encourage retired soldiers to join as well. A

special note: 1Lt Guzman-Vita married Trevor Vita one week prior to the Region V Conference. All of Region V congratulated Trevor and Raelyn.

The final conference highlight was a delightful and entertaining dinner with remarks by CINC John Hayes. COL Beasley, who will continue as Region V's Commander, was pleased with the conference attendance. He noted that Companions got a lot done, had a wonderful time, and enjoyed the Columbus and Army hospitality. ★





# Hawaii Chapter Visits NOAA

COL ARTHUR N. TULAK, USA (RET)

SENIOR VICE COMMANDER, GAYLORD-DILLINGHAM MEMORIAL CHAPTER (115), HI



With a focus on MOWW Strategic Goal 2, “Strengthen chapter outreach programs,” and an interest in increasing chapter activity in support of the MOWW Homeland Security Program, the Gaylord-Dillingham Chapter visited the NOAA’s Daniel K. Inouye Regional Center (IRC) on 23 February 2015. This facility is the Pacific headquarters of the National Oceanic and Atmospheric Agency (NOAA). The timing of this visit was in preparation for Hawaii’s Tsunami Awareness Month in April and Tsunami Preparedness Week (18-22 March). Tsunami Awareness and Tsunami Preparedness are also observed in Alaska, California, the Commonwealth of the Northern Mariana Islands, Guam, Maine, North Carolina, US Virgin Islands, and Virginia. The focus was on the areas of concern to Hawaii and the Pacific Region, namely: 1) weather and tsunami warnings; 2) fisheries management; 3) maritime pollution control; 4) maritime and weather scientific research, and; 5) maritime law enforcement.

The NOAA IRC was completed in 2013, and dedicated on 16 December of that year. The completion of this facility permitted NOAA to start consolidation in January 2014 of its various facilities and laboratories scattered over Oahu to a single location. Recently, the NOAA Pacific Tsunami Warning Center initiated a transfer from Ewa Beach to this facility, and it is setting up a high-tech command center and offices. Likewise, the National Disaster Preparedness Training Center is also relocating to this facility from the University of Hawaii campus.

Chapter members received a comprehensive overview of the contributions NOAA makes to disaster-preparedness and disaster prediction as a member of the joint and inter-agency effort to develop mitigation plans for possible disasters in peacetime, and to respond decisively in crisis. Of great interest was the Pacific Tsunami Warning Center (PTWC), which has the mission to provide warnings for Pacific basin on tsunamis that can cause damage far away from their source. The PTWC is part of regional warning system, the Intergovernmental Oceanographic Commission (UNESCO/IOC), which is an international coordination group for tsunami warnings, and which supports almost every country around the Pacific Rim and to most of the Pacific island states.

Even with the most accurate and timely warnings of a tsunami or dangerous weather, preparation is key to mitigation of potential harm. Chapter members can carry this message to their community and participate in various programs at the County and State level that inform citizens on the likely threats in their area, and recommended preparations they can take to be ready to respond and survive. ★

**Upper left: The Daniel K. Inouye NOAA Regional Center on Ford Island. One of the NOAA ships is clearly visible at the left of the building.**

Source: Denise Emsley, USN Facilities Hawaii Public Affairs



**Left: CAPT Barry Choy (far right) Senior Officer of the NOAA Corps in Hawaii provided the chapter a personal guided tour of the facility.**

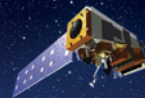
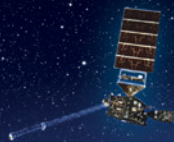


COL Tulak serves as the MOWW Hawaii State Commander and as an Appointed General Staff Officer at large. He is a member of the Research Faculty of the Georgia Institute of Technology employed in support of U.S. Pacific Command in the J-81 Joint Innovation and Experimentation Office at Camp H.M. Smith Hawaii. During his active Army career, COL Tulak served in Infantry Battalions of the 8th, 27th, 29th, and 87th Infantry Regiments. COL Tulak has served in his secondary specialty of Information Operations at the Division, Corps, Theater Army, Operational Theater, and Geographic Combatant Command level HQs since 2002

**Right (L-R): Chapter Commander LTC Jeff Tom thanks CAPT Barry Choy for his service to the nation and for the enriching experience enjoyed by the Chapter.**







Happy Birthday



# NOAA

SCIENCE. SERVICE. STEWARDSHIP.



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 ...."



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ARTHUR B. MORRILL III, Brigadier General, USAF (Ret)      September 23, 2015  
Chief of Staff, MOWW

# OFFICER REVIEW

## Share your experience

- Feature Articles
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- National Committee articles
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- Commander articles
- Chapter “Best Practices” (Tips & Guides) articles
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- Submit the online MOWW Form 9  
via the MOWW website [www.moww.org](http://www.moww.org)





# Convention Backbrief

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

Dear Companions,

In the two months since the 2015 Convention and the four months since our Fiscal Year began, hopefully we've increasingly worked on achieving the Desired Outcomes of the MOWW Strategic Plan's Goals via Chapter Action Plans (CAP).

My *Chief's Notes* in this issue ("Move Out!") addresses the importance of the first-ever CAP-based workshops, and the need for chapters to develop and implement CAPs locally. This note to you carries that theme further so all chapters and Companions benefit from what those attending the 2015 Convention learned.

This is important since only one-third of chapters and just about two percent of Companions attend the MOWW Convention annually. That's why we're taking a different post-convention approach this year—because we want to be more inclusive and reach every Companion by widely sharing Convention information. There is a role for all us to play in serving our nation.

Consequently, four things follow. First is a Chapter Action Plan (CAP) example (instructional guide), oriented to small and

medium chapters, but helpful to all chapters. Second is a "how to" Chapter Action Plan development guide. The good news is in the November 2014 *Officer Review*™, the Dallas Chapter showed us a good CAP need only be only one page. Importantly, it lets chapters scale their outreach programs to their capabilities.

***The liberating fact is this:  
no one expects perfection.***

***Instead, the Order only hopes for  
commander-led and chapter  
team-supported improvement  
each year, based on MOWW's  
five Strategic Goals.***

Next are the Chapter Commander Checklist (MOWW Fm 19) and the Region-Department-State Commander Checklist (MOWW Fm 16). Both can be used by commanders and staff, and any Companion, to great effect. Importantly, both checklists are continuity tools that

focus on the Order's outreach missions and internal needs, and so are invaluable aids to commanders and Companions at every level of MOWW.

All the best for a very successful year!

Tallyho!





## Chapter Action Plan — EXAMPLE



THIS INSTRUCTIONAL GUIDE SUPPORTS SG-1 (RECRUIT & INVOLVE), SG-2 (STRENGTHEN OUTREACH), SG-3 (INCREASE VISIBILITY), SG-4 (TRAIN & DEVELOP), AND SG-5 (RECOGNIZE EXCELLENCE)

Chapter Name: \_\_\_\_\_

Fiscal Year: (1 July \_\_\_\_\_ - 30 June \_\_\_\_\_)

### Strategic Goal 1 | Increase chapter membership and Companion involvement by a net 5% annually over the prior year

#### Implementing Steps:

- Use the Region Report to determine the chapter's net 5% recruiting goal, e.g., if the chapter had 100 members at the end of last year, the chapter should have a net total of 105 members at the end of this year. The Region Report is on the MOWW website ([www.moww.org](http://www.moww.org)), click on "Companions Only," next click on "Reports & Databases," then click on "Quarterly Region Report."
- Brief recruiting results during general membership & staff meetings. Recognize Companion recruiters and newly recruited Companions.
- Give the new Companion a role, position or project in the chapter. [\[Strategic Goal 1, 4, 5\]](#)
- List those new members and their recruiters in the chapter newsletter. [\[Strategic Goal 1, 3, 5\]](#)
- Contact the national MOWW Membership Committee for guidance (see MOWW website, click "Companions Only," next click on "Publications," then click on "MOWW National Directory"). [\[Strategic Goal 1, 4\]](#)

### Strategic Goal 2 | Increase outreach by conducting ROTC/JROTC & Scouting Award Programs, and sponsoring YLC students

#### Implementing Steps:

- Use the MOWW website "Home Page" to identify Scouting organizations in your area.
  - Go to the MOWW website "Home Page," click on "Programs," click on "Scouting Program," then click on BSA or GS-USA locator.
  - Contact BSA & GS-USA elements in the local area to set up meetings to outline MOWW's recognition programs. [\[Strategic Goal 2, 3\]](#)
  - Get BSA District/Troop and GS-USA Council dates/time/locations of awards ceremonies so chapter representatives can be there to present the MOWW award corresponding to BSA Eagle Scout and GS-USA Gold Award recognition. [\[Strategic Goal 2, 3, 5\]](#)
  - Distribute a MOWW News Release for each award presentation ceremony supported (see MOWW website, "Companions Only," click on "Tips & Guides," then click on "MOWW News Release Guide"). [\[Strategic Goal 2, 3, 5\]](#)
  - Contact the MOWW national Scouting Committee for guidance (see MOWW website, click "Companions Only," next click on "Publications," and then click on "MOWW National Directory"). [\[Strategic Goal 1, 2, 4\]](#)
- Use the MOWW website "Home Page" to identify ROTC organizations in your area.
  - Go to the MOWW website "Home Page," click on "Programs," click on "ROTC & JROTC Program," then click on locator for ROTC and JROTC for the Army, Navy, Marine Corps, and the Air Force.
  - Contact ROTC/JROTC detachments in the local area to set up meetings to outline MOWW's recognition programs. [\[Strategic Goal 2, 3\]](#)
  - Get the ROTC/JROTC award ceremony dates/time/locations so chapters present the applicable MOWW award. [\[Strategic Goal 2, 3, 5\]](#)
  - Distribute a MOWW News Release for each award presentation ceremony supported (see MOWW website, "Companions Only," click on "Tips & Guides," then click on "MOWW News Release Guide"). [\[Strategic Goal 2, 3, 5\]](#)
  - Contact the MOWW national ROTC Committee for guidance (see MOWW website, click on "Companions Only," next click on "Publications," and then click on "MOWW National Directory"). [\[Strategic Goal 1, 2, 4\]](#)
- Use the MOWW website "Home Page" to identify Youth Leadership Conferences in your area.
  - Go to the MOWW website "Home Page," click on "Programs," then click on "Patriotic Education," then click on the document in the right column titled "Youth Leadership Conference (YLC) Schedule" for location of Multi-Day YLCs in your chapter's area, or that is supported by your chapter. YLC Points of contact (i.e., the YLC Directors) are in the schedule.
  - Contact public, private and parochial high schools (guidance counselors) for potential YLC student attendees. In addition, see local associations for home schooling (on the internet). [\[Strategic Goal 2, 3\]](#)
  - Distribute a MOWW News Release for each YLC student sponsored or YLC hosted (see MOWW website, "Companions Only," click on "Tips & Guides," then click on "MOWW News Release Guide"). [\[Strategic Goal 2, 3, 5\]](#)
  - Contact the MOWW national Patriotic Education Committee for guidance (see MOWW website, click on "Companions Only," next click on "Publications," and then click on "MOWW National Directory"). [\[Strategic Goal 1, 2, 4\]](#)

### Strategic Goal 3 | Recognize Companion, chapter and community excellence

#### Implementing Steps:

- Recognize chapter Companions via Commander-submitted National Citations, commander-presented Outstanding Service Award Medals, etc. See the "MOWW Policy Manual" for awards information, eligibility, submission timing and other guidance. [\[Strategic Goal 3, 5\]](#)
- Recognize chapter programs by submitting annual chapter program award nominations to the applicable national committee. See the "MOWW National Directory" for committee contact information. [\[Strategic Goal 3, 5\]](#)
- Recognize community members and groups via Bronze & Silver Patrick Henry Awards, Plaques of Merit, etc. See the MOWW Policy Manual for guidance and submission timing on these and other awards. [\[Strategic Goal 3, 5\]](#)
- Distribute a MOWW News Release for each award recipient. [\[Strategic Goal 3, 5\]](#)
- Contact the MOWW Information & Publicity Committee for guidance (see MOWW website, click on "Companions Only," next click on "Publications," then click on "MOWW National Directory"). [\[Strategic Goal 1, 4, 5\]](#)



"I am a Companion of the Military Order, and my mission is to serve youth, scouts, cadets and veterans, and local communities and our nation, by my personal service and outreach."

## MOWW Leadership Training & Development

# Achieving Success via Chapter Action Plans

- ★ Based on MOWW's Strategic Goals (SG)
- ★ Tracked using Chapter Action Plans (CAP)
- ★ Achieved via Program Engagement Plans (PEP)

BRIG GEN ART MORRILL  
CHIEF OF STAFF, MOWW



THE MILITARY ORDER OF THE WORLD WARS  
CHAPTER ACTION PLANS

"I am a Companion of the Military Order, and my mission is to serve youth, scouts, cadets and veterans, and local communities and our nation, by my personal service and outreach."



## CINC's Intent

To achieve our vision to be a preeminent United States veteran service organization, we will achieve our Strategic Goals to realize outcomes vital to the Military Order and its chapters.

All commanders and Companions must be aware that tactical (chapter) and operational (region and department/state) execution are designed to support strategic, Order-wide end states.

We must be guided by conviction that it is nobler to serve than to be served, and we must unite in selfless personal service to the United States of America. In pursuing our Order-wide end states, we will become stronger, reinforce our relevance, and enhance our brand recognition.

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## Support the Strategic Goals

If we Companions achieve MOWW's Strategic Goal outcomes, everything improves

### Strategic Goal (SG) 1.

- Annually grow chapter membership by a net increase of five percent, and annually increase Companion participation in chapter activities.

### Strategic Goal (SG) 2.

- Strengthen chapter outreach programs.

### Strategic Goal (SG) 3.

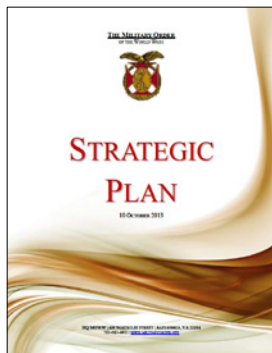
- Raise MOWW's local and national visibility.

### Strategic Goal (SG) 4.

- Enhance leadership training and development.

### Strategic Goal (SG) 5.

- Promote Companion, chapter and community recognition.



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## SG 1: Recruit, Retain & Involve

### CHAPTER ACTION PLAN

#### Strategic Goal (SG) 1:

- Annually grow chapter membership by a net increase of five percent, and
- Annually increase Companion participation in chapter activities.

### PROGRAM ENGAGEMENT PLAN

#### Desired Outcomes:

- Establish Membership Coordinators in every chapter.
- Develop and conduct an annual membership campaign
- Give Companions jobs in the chapter, with mentoring and training
- Brief updated recruiting and involvement outcomes in Chapter Meetings and in Staff Meetings

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## SG 2: Strengthen Outreach

### CHAPTER ACTION PLAN

### PROGRAM ENGAGEMENT PLAN

#### Strategic Goal (SG) 2:

- Strengthen chapter outreach programs

#### Desired Outcomes:

- Increase YLC attendance annually.
- Host/participate in Massing of Colors, Veterans Day, Memorial Day, etc.
- Support JROTC/ROTC Detachments by presenting MOWW's ROTC Awards of Merit.
- Support BSA Troops by presenting MOWW's Eagle Scout certificates.
- Support GS-USA Councils by presenting MOWW's Gold Award certificates.
- Annually recognize local law enforcement officials and first responders.
- Establish and/or expand the National and Homeland Security Programs.

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## SG 3: Increase Visibility

### CHAPTER ACTION PLAN

### PROGRAM ENGAGEMENT PLAN

#### Strategic Goal (SG) 3:

- Raise MOWW's local and national visibility.

#### Desired Outcomes:

- Create a publicity plan to increase awareness of MOWW and its outreach programs.
- Use MOWW's "News Release Guide" to publicize chapters, programs and events (website).
- Distribute chapter newsletter to Companions and non-Companions to publicize chapter activities.
- Use Social Media to publicize the Order, e.g., Facebook, LinkedIn, YouTube, etc.

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## SG 4: Enhance Leadership

### CHAPTER ACTION PLAN

### PROGRAM ENGAGEMENT PLAN

#### Strategic Goal (SG) 4:

- Enhance leadership training and development.

#### Desired Outcomes:

- Develop trained chapter leaders, e.g., commander, adjutant, treasurer, program coordinators, etc.
- Identify, mentor and develop future leaders.
- Increase Companion attendance at national, region and department conventions and conferences.

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## SG 5: Increase Recognition

### CHAPTER ACTION PLAN

### PROGRAM ENGAGEMENT PLAN

#### Strategic Goal (SG) 5:

- Promote Companion, chapter and community recognition.

#### Desired Outcomes:

- Award full chapter authorization of National Citations to deserving Companions.
- Annually present the full chapter authorization of Silver Patrick Henry Medallions.
- Submit the chapter for all MOWW Chapter Program Awards for which the chapter is eligible.
- Increase the number of Bronze Patrick Henry Awards presented by chapters to eligible individual and organizations in local communities.

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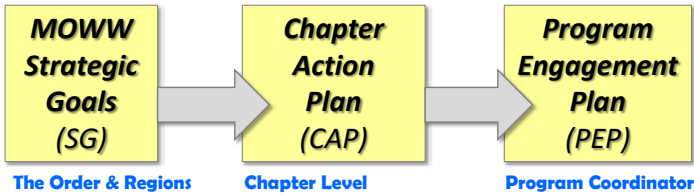


"I am a Companion of the Military Order, and my mission is to serve youth, scouts, cadets and veterans, and local communities and our nation, by my personal service and outreach."



## Alignment of Purpose | Unity

### Aligning Goals & Achieving Desired Outcomes FOR THE GOOD OF THE ORDER



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## Chapter Action Plan | Sample

### Membership: Our lifeline to perpetuity:

- Increase our living chapter membership to 370 members, a net 5% increase
- Each member to bring one qualified guest to a meeting at least once a year
- Theme: "Two minutes a day"
- Increase Companion involvement at presentations by 50%

### Information and Communication:

- Update ALL email addresses and other pertinent information on each Companion.
- Use electronic means for financial management
- Coordinate with other nearby chapters for speakers and chapter functions

### Leadership Training:

- Increase attendance at Regional and National Conferences to six or more Companions
- Honor our Chapter Companions with appropriate recognition for their service

### Community Outreach:

- Fundraising: Both within our membership and from external contributors
- Prepare a supporting brochure
- YLC: Fundraise both within our resources and within the communities to support 100 student interviews and selections
- School Targets: Increase selections from 45 to 50 schools
  - Add emphasis for Home Schoolers
- ROTC & JROTC: Present MOWW Awards of Merit at university and high school levels
- SROTC Medal Awards plus service specific awards to the Gold-level senior ROTC cadet at our defined universities
- Law and Order: Recognize 10 first responders with Certificates of Commendation
- Scouting: Recognize Boys (Eagle Scout) and Girls (Gold Award) at appropriate ceremonies

keep it simple.

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## CHAPTER ROTC PEP | SAMPLE

### PEP 1: Present ROTC/JROTC Award of Merit Certificates to 10 JROTC and 2 ROTC Units

- Identify ROTC & JROTC Points of Contact (POC) for each ROTC & JROTC unit by 15 Sep
- Use 50 mile radius for responsibility area
- Use chapter membership roster to identify Companion closest to presentation location
- Develop list of Companions to be presenters by 15 Jan.
- Assign to ROTC/JROTC award events
- Communicate awards presentation schedule and assignments to all Companions and ROTC/JROTC detachments involved
- Order award sets by 28 Feb (after PM Dividend received).
- Deliver award sets to Companions as determined above

### PEP 2: Track and report on presentations of ROTC and JROTC Awards of Merit

- Provide objective and results (by type award) to:
  - The Chair, MOWW ROTC Committee (national)
  - Region ROTC Coordinator
  - Chapter Commander
- Use data for:
  - Briefing at General Membership Meetings
  - Chapter submissions for national program awards, e.g., MOWW's ROTC Program Award
  - Awards for individual excellence
  - Chapter submissions of online MOWW Form 27, "Chapter Activity Report"
  - Chapter commander's report to region commander

keep it simple.

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## Make a Difference

*"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."*  
President John Quincy Adams

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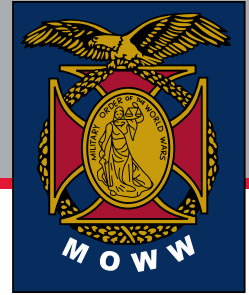
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## NOTES:





# OFFICIAL MOWW POLO SHIRT



Imprint embroidered  
on left chest

Men's

Ladies'

## 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:
Phone #:
Email:

Item Number #	Description	Quantity per size								Total Qty.	Price ea. \$	Total
		Please order a larger size if you are in between sizes.										
		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	
Shipping included in the price.											TOTAL \$	

Shipping included in the price.

For orders of 6 or more to a single address cost is \$16/shirt.

Color: \_\_\_\_\_

**Make checks payable to: MOWW Chapter 226**

Mail check and order form to: Military Order of the World Wars, Attn: Shirt Dept., P.O. Box 6309, Sun City Center, FL 33571-6309

For questions email to: [mowwshirts@gmail.com](mailto:mowwshirts@gmail.com)



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## Chapter Commander Checklist



A COMMANDER'S MOST IMPORTANT ROLE IS LEADING AND LISTENING, I.E., COMBINING THE ART AND SCIENCE OF COMMAND, WHILE COMMUNICATING A VISION AND INSPIRING COLLABORATIVE ACTIONS TO ACHIEVE MOWW'S STRATEGIC GOALS.

#### • PRE-INSTALLATION

- ☐ Ensure predecessor provided all material needed by Chapter Commander-Elect, including, but not limited to:
  - ☐ A copy of this checklist (with your predecessor commander's notes and comments)
  - ☐ Chapter Charter and flag
  - ☐ Chapter Bylaws
  - ☐ Chapter bank/investment statements; tax filing/certification documents; Employee Identification Number
  - ☐ Chapter Annual Financial Review (AFR) Committee Report
  - ☐ Chapter organization chart & key personnel listing
  - ☐ Roberts Rules of Order (Newly Revised)
- ☐ Become familiar with chapter commander's roles & responsibilities (all items below at [www.moww.org](http://www.moww.org)):
  - ☐ MOWW Constitution & Bylaws
  - ☐ MOWW National Directory
  - ☐ MOWW Strategic Plan
  - ☐ MOWW website
  - ☐ MOWW Policy Manual
  - ☐ The region commander's annual report on the MOWW website

#### • UPON INSTALLATION

- ☐ Contact the region/department/state commander for guidance, etc.
- ☐ Meet with chapter staff to address near-term, mid-term and long-term issues
- ☐ Publish "Chapter Action Plan" and supporting "Program Engagement Plans." Ensure they help achieve all MOWW Strategic Goals. (See [www.moww.org](http://www.moww.org), "For Companions Only," and then "Education & Training")
  - ☐ Appoint Outreach Program Coordinators. Publish in chapter newsletter; advise national committee chair
  - ☐ Appoint Committee Chairs for internal programs. Publish in chapter newsletter
  - ☐ Ensure program coordinators, committee chairs, assistants, etc., reflect a mix of Companions with a range of experience, backgrounds, MOWW tenure, etc.
- ☐ Prepare the Chapter Commander Schedule. Include activities such as: (1) National Convention, (2) Region Convention, (3) Department Convention & meetings, (4) chapter visits, (5) YLCs (one-day & multi-day), (6) Massing of Colors, (7) special events, e.g., Memorial Day, Veterans Day, Armed Forces Day, Flag Day
- ☐ Confirm current authorized signers for all bank accounts, funds, etc., as listed by the financial institution(s), are currently serving, elected chapter officers, i.e., valid signers. Ensure there are at least two valid signers

#### • DURING THE TERM OF OFFICE

- ☐ Install officers and new/upgraded members in a timely way. (See the *MOWW Policy Manual* at [www.moww.org](http://www.moww.org))
- ☐ Assign mentors to more junior Companions to develop future chapter and Order leaders. Identify and mentor chapter Companions to assume leadership positions in the chapter and in the Order
- ☐ Track Chapter Action Plan (CAP) progress in all staff and general membership meetings





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## Chapter Commander Checklist



- ☐ Attend annual MOWW Convention and Region Conferences. Provide “Summary Report” to chapter Companions
- ☐ MONTHLY Check contents of MOWW Website frequently for changes/updates to policy/guidance
- ☐ Invite the CINC, VCINC, Region and Department/State Commanders to significant Chapter activities

### REPORTING

- ☐ Ensure MOWW Forms 4, “Companion Profile,” are completed on each chapter Companion and sent to the MOWW Historian General. (See *MOWW National Directory* at [www.moww.org](http://www.moww.org) for contact information.)
- ☐ Ensure chapter newsletters are electronically forwarded to the MOWW Information & Publicity Committee.
- ☐ MONTHLY: Review MOWW Membership Database at [www.moww.org](http://www.moww.org) and as changes occur, advise HQ MOWW of changes using only MOWW Form 5, “Membership Update”
- ☐ MONTHLY: Review the MOWW National Directory at [www.moww.org](http://www.moww.org) and as changes occur, advise HQ MOWW of changes only using MOWW 6, “New Officer Report”
- ☐ 15 MAY: Submit annual Chapter Commander’s Report to the region commander, info department/state
- ☐ 1 JUNE: Appoint Financial Review (AFR) Committee members and have them conduct an AFR using MOWW Form 21, “Annual Financial Review” (keep in permanent chapter records). Complete the AFR by 31 July, annually.
- ☐ Not later than 60 days after the end of the chapter’s fiscal year, file an online IRS Fm 990-N (e-Postcard). Forward the IRS email reply saying the “e-Postcard” filing was successful to [treasurergeneral@moww.org](mailto:treasurergeneral@moww.org)
- ☐ Not later than 60 days after the end of the chapter’s fiscal year, submit HQ MOWW Form 9, “IRS Reporting Certification,” with IRS filing acceptance email mentioned above to [treasurergeneal@moww.org](mailto:treasurergeneal@moww.org)
- ☐ 15 OCT: Submit a Mid-Year Chapter Commander Report to region commander, info department/state Commander, in preparation for the Mid-Term EXCOM meeting (10 November, annually)

### RECOGNITION

- ☐ Ensure chapter submits itself for all national unit awards for which it is eligible (See the “MOWW Policy Manual” for submission requirements, timing, etc.)
- ☐ Ensure deserving Companions are nominated for awards such as National Citations, or presented Outstanding Service Award medals, etc. (See the “MOWW Policy Manual” for submission requirements, timing, etc.)

### UPON COMPLETING COMMAND

- ☐ Provide pre-installation material and notes to this checklist to the succeeding chapter commander
- ☐ Brief successor chapter commander on issues and provide needed training





## Region | Department | State Commander Checklist



A COMMANDER'S MOST IMPORTANT ROLE IS LEADING AND LISTENING, I.E., COMBINING THE ART AND SCIENCE OF COMMAND, WHILE COMMUNICATING A VISION AND INSPIRING COLLABORATIVE ACTIONS TO ACHIEVE MOWW'S STRATEGIC GOALS.

### • PRE-INSTALLATION ACTIONS

- ☐ **Region/Department/State Commanders-Elect: ensure predecessors provide at least the following:**
  - ☐ A copy of checklist (including your predecessor commander's notes & comments)
  - ☐ Region Bylaws
  - ☐ Prior year "Region Commander Report" ([www.moww.org](http://www.moww.org), "Companions Only," "MOWW Convention Book")
  - ☐ Organizational flag, each according to the level of command
- ☐ **Region Commander:**
  - ☐ Contact oversight VCINC for guidance, issues, etc. Routinely share that guidance with the region.
  - ☐ Contact department/state/chapter commanders to address and resolve issues
  - ☐ Guide/assist all region chapter commanders in developing and implementing their Chapter Action Plans

### • ACTIONS UPON INSTALLATION

- ☐ **Region/Department/State Commanders:**
  - ☐ Be familiar with (all items below are at [www.moww.org](http://www.moww.org)):
    - ☐ The MOWW Constitution & Bylaws
    - ☐ The MOWW Strategic Plan
    - ☐ The MOWW Policy Manual
    - ☐ The MOWW National Directory
    - ☐ The MOWW website
    - ☐ The prior region commander's annual report
  - ☐ Confirm current signatories for all bank accounts, funds, etc., listed by the financial institution(s), are incumbent chapter officers, i.e., valid signatories. Ensure there are at least two valid signers for each
- ☐ **Region Commander:**
  - ☐ Appoint state commander(s), as required, IAW the MOWW Constitution and MOWW Bylaws
  - ☐ Contact region staff and department/state commanders
  - ☐ Prepare the Annual Region Commander Schedule in coordination with region leaders. Include activities such as MOWW Convention, Region Conferences, chapter visits, YLCs, Memorial Day, Veterans Day, etc.

### • REQUIRED REPORTS

- ☐ **Region/Department/State Commanders:**
  - ☐ Perform an Annual Financial Review using MOWW Form 21
  - ☐ NLT 60 days after end of each tax year, file an online IRS Form 990-N, e-Postcard, with IRS (as appropriate)
  - ☐ NLT 30 September annually, submit MOWW Form 9, IRS Reporting Certification, and IRS email indicating the IRS accepted the sub-element's e-Postcard filing, to the Treasurer General ([treasurergeneral@moww.org](mailto:treasurergeneral@moww.org)).
- ☐ **Region Commander:**
  - ☐ NLT 1 June annually (**NEW DATE**), submit the Region Commander's Annual Report for the MOWW





## MOWW™

### Region | Department | State Commander Checklist



Convention Book to the MOWW Chief of Staff (info the applicable Oversight VCINC).

- ☐ NLT 30 June annually, report region election results and appointment of state commander(s) to the MOWW Chief of Staff (include MOWW Director-related information)
- ☐ NLT 1 November annually, submit a Mid-Year Region Report to the applicable oversight VCINC for the Mid-Term EXCOM meeting (coordinate with oversight VCINC for guidance).

#### • REQUIRED POLICY & PROCEDURE COMPLIANCE

- ☐ Ensure chapters have a Chapter Action Plan (CAP) supporting MOWW Strategic Goals, and Program Element Plans (PEP) supporting each chapter outreach and internal program, e.g., Scouting, Information & Publicity
- ☐ On a quarterly basis, review the MOWW Region Report and take action as appropriate within the organization
- ☐ Annually, review and understand what is required, and ensure chapters comply with:
  - ☐ Annually file with the IRS as a non-profit, tax-exempt 501(c)(19) organization [[www.irs.gov](http://www.irs.gov)]
  - ☐ Annually certify with the Treasurer General ([treasurergeneral@moww.org](mailto:treasurergeneral@moww.org)) using the online MOWW Form 9
- ☐ Submit individual individuals for awards who display excellence and deserve recognition

#### • CHAPTER VISIT ACTIONS

- ☐ **Region/Department/State Commanders:**
  - ☐ Host and/or participate in the installation of officers, new members, etc. (See MOWW Policy Manual.)
  - ☐ Publicize those activities in the *Officer Review*™, chapter newsletters, annual reports, etc.
  - ☐ When visiting sub-elements, attending conferences, etc., carry a notebook with procedures for ceremonies and awards, MOWW “Coins of Excellence,” membership pins, desk flag set, membership brochures, etc.

#### • ACTIONS THROUGHOUT THE YEAR

- ☐ **Region/Department/State Commanders:**
  - ☐ Oversee region, department, state and chapter activities; provide timely assistance as necessary
  - ☐ Attend annual MOWW Convention and the Region Conference(s)
- ☐ **Region Commanders:**
  - ☐ Ensure all chapters (and other Region elements, as needed) have an Employer Identification Number (EIN)
  - ☐ Ensure chapters (and other MOWW sub-units, as needed) file an IRS Fm 990-N (e-Postcard) with the IRS, and submit the IRS email certifying a successful IRS filing and a MOWW Fm 9, “IRS Reporting Certification,” to [treasurergeneral@moww.org](mailto:treasurergeneral@moww.org)
  - ☐ Identify Region Coordinators for all MOWW outreach programs, and notify the national committee chairs
  - ☐ Invite CINC and Oversight VCINC with oversight to Region Conference(s), etc.

#### • UPON COMPLETING ANNUAL TOUR OF COMMAND – ALL

- ☐ Brief successor commander, and comply with “Pre-Installation Actions” above with successor
- ☐ Write individual award recommendations, and ensure program award recommendations are prepared and submitted to the applicable MOWW committee chairs, etc., in accordance with MOWW guidance and suspenses





## Publishing Guidelines: Officer Review™

### Get published! Follow these guidelines when submitting articles & “Chapters in Action”

- Email articles & digital photographs to: [chiefstaff@moww.org](mailto:chiefstaff@moww.org) (Mail original photos per below.)
  - Use the following subject for the email: **OR ARTICLE (Insert Article Title)**
  - Use Microsoft Word.doc or Word.docx for narrative text. Digital photos should be an attachment to the email.
  - Do not send narrative as a PDF, or via fax or hard copy. Do not scan or “Xerox” photographs, or embed them in emails.
- Mail original photographs to:  
 HQ MOWW (Chief of Staff | Officer Review™)  
 435 North Lee Street  
 Alexandria VA 22314-2301
- The Chief of Staff will return all original photographs.

<u>Photo Size in Magazine</u>	<u>Dimension in Pixels</u>	<u>File Size (Uncompressed)</u>
4.5"	1200 x 1500	1.8 MB
5 x 7"	1500 x 3500	5.25 MB
8 x 10"	2400 x 3000	7.2 MB
9 x 12" (full page)	2700 x 3600	9.72 MB

### Crisp narratives keep readers interested! Effective writing is the key to success

- Articles should exemplify effective writing that is clear, accurate and concise—that really tells a story that informs or inspires the reader.
- One page is ~300 words, which allows room for photographs and graphics
- Provide footnotes for all quoted or paraphrased material.
- Effective writing tips (that help make the best use of your word count):
  - Use “active voice” vs. “passive voice.”
    - ♦ Use “active voice” narratives: “Our troops defeated the enemy.”
    - ♦ Avoid “passive voice” narratives: “The enemy was defeated by our troops.”
  - Keep sentences to ≤15 words and vary sentence length.
  - Always use “Spell Check” and “Grammar Check” functions.

#### USE ACTIVE VOICE

##### INSTEAD OF

*Make an examination of . . .*

*Present a comparison of . . .*

*Be in agreement . . .*

*Perform an analysis of . . .*

*Produce an improvement in . . .*

#### WRITE

examine

compare

agree

analyze

improve

### Great photographs bring articles to life! Photos Should Grab the Reader’s Attention

- Good photographs should tell a story & the photo should reflect good composition.
- Always use the highest quality setting on your camera. Do not edit photos, modify the color balance, or make other adjustments.
- Cite personal photos, e.g., photographer, location, date, *full names of those in photo*.
- Cite internet photographs, graphics, charts, etc., as to origin. Include their internet web links.



### “Chapters in Action” Succinctly highlight accomplishments supported by a solid photo

- The article narrative techniques above also apply to “Chapters in Action” submissions, e.g., use active voice, and vary sentence length.
- Cite full ranks/names of people mentioned and in photographs. (The Officer Review™ cannot publish entries without full ranks & names.)
- Since photographs really carry the “Chapters in Action” message, their quality and impact are especially important.

HQ MOWW/CS | 435 North Lee Street; Alexandria, Virginia 22314-2301 | P: 703-683-4911 | [www.moww.org](http://www.moww.org)







# Move Out!

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



“MOVE OUT!” IS A MILITARY TERM FOR COMMENCING A MISSION OR OPERATION. WE ACCOMPLISH OUR MISSION, “TO UNITE IN SELFLESS SERVICE TO THE UNITED STATES OF AMERICA,” BASED ON THE PREAMBLE OF THE CONSTITUTION OF THE MILITARY ORDER OR WORLD WARS, AND BY ACHIEVING OUR STRATEGIC PLAN’S FIVE GOALS IN EVERY CHAPTER IN THE ORDER VIA THEIR CHAPTER ACTION PLANS (CAP).

October 2013 was a tipping point for our Order. That was when the Order published the current MOWW Strategic Plan. That was when our Order went from annually evolving CINC Goals to enduring Strategic Goals.

The second tipping point was August 2015, when at the 2015 MOWW Convention the Order held the first-ever workshops teaching chapters how to construct a straightforward Chapter Action Plan. The CAP “how to” is now on the MOWW website (Companions Only,” then go to “Training & Development”). The good news: the CAP can be just one page.

Do we want to achieve our Strategic Goals? Do we want success? If so, we each have to write down the Order’s Strategic Goals. Not just once, but over and over again. The more we see them, the more we’ll believe in them.

The Order’s Strategic Goals helps define us. They help tell us what to do, and when to do it. Our Order’s Strategic Goals will tell us who will be our partners.

In fact, our Strategic Goals help define us as a Veteran Service Organization. They’ll help shape how we think, and what we do.

To achieve even the first level of success, we have to see our goals to

believe in our goals. Only then will they be clear to us. Only then will we know exactly what we want, and when we want it. Only then will we will know what success looks like.

In terms of the Order’s value system, we must be committed to being successful. If we want it to achieve

our Strategic Goals, then we must rise up and make them happen.

Now...it is time to “move out.” It is time to ensure each chapter has developed, and is implementing, a Chapter Action Plan (CAP). Doing so will help us directly achieve the Order’s mission and each of its Strategic Goals.

Chapter commanders should lead their chapter’s effort to develop and implement their Chapter Action Plan.

Region commanders should guide and assist all of the region’s chapter commanders in this effort.

The SVCINC and VCINCs will provide oversight and support their respective region commanders, and update the EXCOM on progress in each region’s chapters.

Let’s move out and make it happen! ★

## ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ STRATEGIC GOALS

- ✓ SG-1: INCREASE MEMBERSHIP BY A NET FIVE PERCENT (5%) AND INCREASE COMPANION PARTICIPATION
- ✓ SG-2: STRENGTHEN MOWW OUTREACH PROGRAMS
- ✓ SG-3: RAISE MOWW LOCAL AND NATIONAL VISIBILITY
- ✓ SG-4: ENHANCE LEADERSHIP TRAINING AND DEVELOPMENT
- ✓ SG-5: PROMOTE COMPANION, CHAPTER AND COMMUNITY RECOGNITION



# Lifesavers: Anticoagulants

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



**A**nticoagulants (blood-thinning medicines) slow blood clotting, preventing complications, e.g., blood clots forming on artificial valves, valve obstruction, blood clots traveling to the brain (causing strokes) or to the legs (e.g., deep vein clots), or an embolus going to the lungs.

Anticoagulants also keep blood from clotting during dialysis and transfusions, and in the test tubes used in blood sampling. Sources of such things can be impedance of blood flow or immobility.

Using anticoagulants is influenced by many factors, e.g., age, clotting potential, medical history and more. The use of anticoagulants is highly developed these days. It is often the only treatment for deep vein clots, which can lead to

lung and heart clots, heart attacks, strokes and rhythm irregularities.

While new drugs are routinely added to treatment options, there are some commonly used drugs. The use of the anticoagulant (blood-thinner) Warfarin is one, although it may necessitate patients to limit some physical activities to reduce the chance of injury, particularly a head injury. In addition, Warfarin used during pregnancy can cause malformations in an unborn child.

People with congenital heart defects, stents or Coronary Artery Disease also may take anticoagulants. In addition to Warfarin (Coumadin), there is Plavix (Clopidogrel), which typically does not require regular blood test monitoring, and Heparin, among others. Of course, there is always aspirin, which tends to cause fewer bleeding complications than Clopidogrel or Warfarin, but it may not block clotting enough and it may upset stomachs.

The art and science of anticoagulation is a delicate one. Big doses administered initially by injection get the blood thin in a hurry. In time, these will stop as one progresses to an adequate level of anticoagulation using pills alone.

Still, the patient is still very prone to bruising or bleeding from what may seem like small bumps or abrasions, hitting a door with their elbow and similar minor contacts.

At least in the dose adjustment stages, one might need frequent clinic visits. Eventually, one must achieve a balance between medications, diet, exercise and lifestyle.

Medicine alone does not prevent "Stagnation," i.e. computer sitting and prolonged travel, which can create problems. Periodic breaks and exercising are "must do" things. The calf muscles are especially important since their pumping mechanisms are secondary in importance only to the heart. Interestingly, grapefruit can interfere with some anticoagulation medications, but not oranges or lemons.

However, any surgical procedure, e.g., an endoscopy or dental activity, needs careful consideration. It is important not to bleed excessively during surgery, and it is important to be able to clot afterward. Monitoring and testing do this easily, and briefly stopping the use of anticoagulants before such procedures may be indicated. As always, follow the advice of your medical provider.

To help in this, one should always ensure their medical providers know they are taking anticoagulants. It is critical tell anyone about to invade or touch you (within reason) that you are anticoagulated. Some even keep a card in their wallet or purse, or wear an alert bracelet or necklace.

Information is readily available from your provider and widely available from the internet. Almost all hospitals seem to have an anticoagulation clinic to follow you along as an outpatient. The key is being an informed and proactive patient, and always following the advice of your medical providers. ★



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.

# Be Helpful

CH (COL) MAUREEN S. LOFBERG, USAF (RET)  
ASSISTANT CHAPLAIN GENERAL, MOWW

Life's most persistent and urgent question is, **what are you doing for others?**

**"For man looks at the outward appearance, but the Lord looks at the heart."**

—1 Samuel 16.7 (NKJV)

**O**n a recent visit to my local Veterans Clinic on the Fort Bliss, TX, property, I found love all around me in the form of service to others. As our Order's motto says, "It is nobler to serve than to be served." Right from the Good Book.

While waiting for my turn to go into Physical Therapy, I watched transfixed as an eighty-something wife of a veteran who had recently suffered from a fall (he still had his black eye) zipped her beloved husband into his jacket. The couple was heading home to begin their long journey of rehabilitation.

This will not be the challenge one might think it could be. This particular team of veteran and Army wife had already survived years of separation war sometimes causes, frequent moves from post to post, trials of raising a family in an alternating one and two parent home, and all the other bumps in their many year

marriage. His rehabilitation protocol was just another trial they would successfully work out together.

Over in another area was a wife helping her visually impaired husband read a pamphlet. (He had one of the sturdy-while-walking canes.) It reminded me of years of helping my late blind veteran husband who had needed similar assistance.

All this brought to mind the needs of the Military Order—at all its levels. When Companions willingly offer their God-given talents as a program coordinator, a committee member, an administrative team member or for any Companion duties, they strengthen the whole Order. This makes the various tasks that need to be performed that much easier to accomplish.

As my Mother used to say, "Many hands make the work lighter." While many hands may not make some things easier as some of the Companion volunteers may need instructions or help to be a contributor, it is all worthwhile—for the good of the Order, and for the good of others.

That is why I am asking you to put on your "CAN DO" hat and get out in the Order or community and see how you can use your God-given talents to serve others. I hope to see you where the action is, because that is where I will be.

Until next time! ★



*Col Lofberg was born in New York, moved to Texas in 1947. She graduated from Texas Western College of the University of Texas and Hotel Dieu School of Nursing. After a college-teaching career, she served 22 years in the Air Force during the Vietnam era. She and her cat are retired to the family's Texas home.*







HAMPTON ROADS (027), VIRGINIA

### **“We met more possibilities than we had ever before.”**

BY MAJ EARL JOHNSON, USAF (RET)

In June the Hampton Roads Chapter conducted a membership drive in the PX at Fort Eustis, VA. It was a busy time, as we met more possibilities than we had ever before. LTC John T. Melvin, USA, (Ret), arranged with the Ft Eustis PX for the Hampton Roads MOWW to hold a recruitment drive. Maj Earl Johnson, USAF (Ret), Hampton Roads MOWW Commander, was there, as was his son, Msgt Earl Johnson II, USAF (Ret), and Col William E. “Bill” Townsley, USAF (Ret), Adjutant.

(L-R): Maj Earl Johnson, USAF (Ret), and Col William E. “Bill” Townsley, USAF (Ret), found many people interested to hear about MOWW during the Chapter’s successful membership drive.



LTG MIDDLETON (056), LOUISIANA

### **LTG Middleton Chapter Installs Chapter Officers**

BY SVCINC COL CLAY C. LE GRANDE, JR., USA (RET)

The LTG Troy H. Middleton Chapter met on June 2nd for its monthly meeting at the City Club of Baton Rouge. Dr. Juhan Frank, Professor of Physics at Louisiana State University spoke to the group regarding his research on binary star systems and their effect on our universe. During the meeting MOWW Senior Vice Commander-in-Chief COL Clay Le Grande installed five new members of the chapter. After welcoming the new Companions of the Order, SVCINC Le Grande conducted the installation ceremony for new chapter officers. LTC Patrick L. Widner was installed as Chapter Commander with LTC Reginald Brown, LTC Paul K. McKeough Jr., LTC Shaun B. McGarry, and Maj Rodney L. Breland serving as Chapter Vice Commanders. COL Shelby Hargrove will serve as Adjutant/Treasurer of the Chapter.

**New Commander and staff after installation, (L-R): COL Shelby Hargrove, USAF (Ret); LTC Reginald Brown, USA (Ret); Maj Rod Breland, USAF (Ret); LTC Patrick Widner, USAF (Ret); LTC Shaun McGarry, USA (Ret), and LTC Paul McKeough, Jr, USA (Ret).**


**COLUMBUS (052), GEORGIA**

## Companion Recognition

BY LTC PATRICIA A. KRAUSE, USA (RET)

The Columbus Chapter held a special meeting of recognition to honor Companions of the Chapter for outstanding service. In addition, Companions of MOWW for 10, 20 and 30 years were presented Membership Lapel Ribbons with a bronze, silver or gold hour glass, respectively. A Memorial Service was held to remember all of the members of the Columbus Chapter who are deceased.

*(First row, L-R):* Special guest CPT Goodman, USA, accepted a plaque on behalf of the 1st BN 19 Infantry Regiment for outstanding support of the Massing of the Colors at Fort Benning. The MOC was held in conjunction with Fort Benning's graduation on 24 April 2015. The plaque of appreciation was presented to him by GSO COL John House, USA (Ret), Chair for the Massing of the Colors Committee. *(Center):* Chapter Commander LTC Patricia Krause, USA (Ret), presented the Outstanding Service Award to CPT Leo Goodsell, USANG (Ret). *(Right):* LTC Patricia Krause, USA (Ret), presented the Silver Patrick Henry Medallion for Outstanding Patriotic Service as the Chapter Chaplain to LTC (CH) William Shawn, USA (Ret).

*(Second row, L-R):* CPT Jay Wilkoff, USA (Fmr), was presented the Silver Patrick Henry Medallion for outstanding service as the Veterans' Service Officer serving all veterans in the Columbus and surrounding regions by LTC Patricia Krause, USA (Ret). *(Center):* COL Bob Poydasheff, USA (Ret), is presented the MOWW ribbon with gold hour glass in recognition of 32 years of membership in the MOWW by PCINC LTG Sam Wetzel, USA (Ret). *(Right):* Col Andy Harp, USMC (Ret), is installed as a Perpetual Member by PCINC LTG Sam Wetzel, USA (Ret).







COLUMBUS (052), GEORGIA

### Scout Awarded for Educating People through Feticide Awareness

BY LTC PATRICIA A. KRAUSE, USA (RET)

On 3 May 2015, LTC Patricia A. Krause, USA (Ret), who is the Commander, Columbus Chapter (GA), attended the prestigious Girl Scout Gold Award Ceremony. She presented MOWW Certificates to the three recipients. Ishani Rewatkar was recognized for the exceptional work she did on her project, "Female Feticide Awareness," which included planning and hosting events in Columbus and in India to raise awareness about female feticide—a serious international gender equality issue.

In addition to presenting the certificate, LTC Krause presented Ishani with the MOWW coin. She hopes to have Ishani make a presentation to the Columbus Chapter in the future.



PUGET SOUND (120), WASHINGTON

### Arnold Zweig, Auschwitz Survivor

BY VCINC COL DAVID B. GIBSON, USAF (RET)

The Puget Sound Chapter had a "membership rodeo" in June, where they honored and heard from Arnold Zweig, a 70th anniversary survivor of the Auschwitz Concentration Camp. He mesmerized the audience of Companions and potential Companions with his chilling stories of survival. Potential members were given information about our Order and asked to join. Two new members were recruited, with others to follow.



MG MILES (229), NEW MEXICO

### CDR Lawry Mann, USN (Ret), Awarded Silver Patrick Henry

BY LTC GREGG C. GIESLER, USA (RET)

In May the MOWW Silver Patrick Henry plaque was presented to Companion CDR Lawry Mann, USN (Ret), for his many years of patriotic service to the Chapter, New Mexico, and his country.

(L-R): CDR Lawry Mann, USN (Ret), congratulated by Chapter Commander LTC Gregg C. Giesler, USA (Ret).





MG MEADE (026), MARYLAND

### C/Geimer NJROTC Commander

BY LT COL SHELDON GOLDBERG, USAF (RET)

Department of Maryland Commander Lt Col Sheldon Goldberg, USAF (Ret), presents NJROTC Cadet LT Sommerleigh Geimer with the MOWW ROTC Certificate of Merit and Medal during Change of Command ceremonies at Annapolis Senior High School. Cadet Geimer was then promoted to Cadet LCDR and made Commander of the Annapolis High School NJROTC Battalion. Hidden in the back is CDR John Eggleston, USN (Ret), Senior NJROTC Advisor.



DALLAS (069), TEXAS

### Lt Walt Laidlaw, USN (Fmr), Honored

BY CAPT WALLACE LYLE MUELLER, USMC (FMR)

Former Chapter Commander (*Emeritus*) Capt Lyle Mueller, USMC (Fmr), bestowed the title of "Chapter Commander, (*Emeritus*)" to Lt Walt Laidlaw, USN (Fmr), in recognition of his service as Commander of the Dallas Chapter during the year in which the chapter earned the title of "Best Large Chapter" in the Military Order (2013-2014). The presentation occurred during the annual Banquet for the Induction of New Chapter Staff Officers, which was attended by over 90 Companions and guests.

(L-R): Lt Walt Laidlaw, USN (Fmr), is bestowed "Chapter Commander, (*Emeritus*)" by Capt Lyle Mueller, USMC (Fmr). Chapter Commander Col Joe Cordina, USAF (Ret), assists with the award presentation.



SAN DIEGO (100), CALIFORNIA

### Installation of GSO Col Clark Kholos, USAF (Ret)

BY COL CLARK J. KHOLOS, USAF (RET)

On 21 September 2015, in conjunction with the San Diego Chapter luncheon meeting, PCINC Capt Deborah A. Kash, USAF (Ret), installed newly elected GSO Col Clark J. Kholos, USAF (Ret).





## VA Implements the First of Several Veterans Choice Program Eligibility Expansions

Public Law 114-41, the Surface Transportation and Veterans Health Care Choice Improvement Act of 2015, was signed into law on 31 July 2015, and aims to “provide resource flexibility to VA for health care services and other purposes.” Thanks to the new law, VA is able to enhance the Veterans Choice Program in a number of ways, including expanding eligibility to all enrolled veterans.



The department will implement these changes in several phases, with the first phase being effective immediately. Veterans are no longer required to have been enrolled in VA health care on or before August 1, 2014. Now any veteran who is enrolled in VA health care, regardless as to when they enrolled, may now be eligible for the Veterans Choice Program.

Along with being enrolled in VA health care, veterans must meet at least one of the additional wait times, distance or other criteria in order to be considered eligible for the Veterans Choice Program. For more information please check [www.va.gov/opa/choiceact](http://www.va.gov/opa/choiceact) periodically for the latest updates.

## First All Female Honor Flight

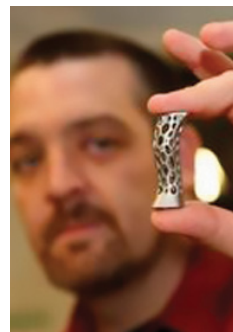


Several times each week, Honor Flights bring veterans from across the country to Washington, DC, to visit their memorials. For the first time, an all women Honor Flight landed in the nation’s capital bringing 140 women veterans from Ohio, Kentucky and Indiana to visit.

The trip included stops at a number of sites: the Iwo Jima Memorial, a wreath-laying ceremony at Arlington National Cemetery’s Tomb of the Unknowns, the US Air Force Memorial and the memorials for the WWII, Korea and Vietnam Wars. In addition, the women veterans were hosted at the Women in Military Service to America memorial at Arlington, where VA Secretary McDonald and the Director of the Joining Forces Initiative will

speak with them. Follow this link to view an inspiring 20-second video of their being welcomed home: <http://storify.com/DeptVetAffairs/honor-flight-tri-state-brings-all-women-s-flight-t/embed?header=false&border=false#>

## 3-D Printing Devices Could Assist Service Members in the Field



As 3D printing grows in efficiency and the associated costs decrease, the new prospects for this technology are limitless.

3D printers work by producing heated materials (plastic, metal or other) and layering them to create 3D objects. A new printer, known as the MultiFab, costs

around \$7,000, combines a low price point with a level of 40 microns of resolution accuracy. Using a 3D scanner for improved accuracy, the MultiFab has the ability to not only print but embed objects into products. By running a loop of continuous 3D scans, the machine has builtin selfcorrection methods to maintain print accuracy. Previous 3D printing methods required users to fine tune settings. This feature is of particular interest to the military.

Chris McCarroll, the director of the National Additive Manufacturing Innovation Institute, said, “Before a warfighter can print a missile in the field, you need quality, controlled processes to fabricate all the component materials: the metallic strongbacks, and the plastic connectors, the semiconductors for processors, and the energetics and propulsion systems. The hard part is then making the connections between these components, as an example, the integrated control circuit that receives the command to light the fuse.” The MultiFab printer addresses these issues with the embedding feature, which allows the complex pieces of missiles, including any sensors and circuits, to be included in the initial printing. 3D printers, especially one as powerful and versatile as the MultiFab, which can make the supply and logistics chain shorter by providing soldiers the ability to machine parts onsite rather than waiting for manufacturing and deliveries from all areas of the globe.

Posted by Glenn Selby to: <http://science.dodlive.mil/2015/09/27/3-d-printing-devices-could-assist-service-members-in-the-field/> ★





## Reveille

NEW MEMBER  
SPONSOR

### ALBUQUERQUE NM

**CW4 Thomas N. Trujillo, USA**  
CW3 Anna C. Hall, USA

### CLEARWATER FL

**Alan R. Craig, HRM**  
Vanessa L. Talbott, HRM

### DALLAS TX

**MajGen James L. Williams, USMC (Ret) \***  
Capt John M. Hayes, USAF (Fmr) \*

### DENVER CO

**CAPT Richard A. Life, USN (Ret)**  
LTC Keith G. Troutman, USA (Ret) \*  
**COL Orien L. Tulp, USA (Ret) \***  
LTC George L. Walker, USA (Ret) \*

### HANN-BUSWELL MEM [AT LARGE]

**COL Brad M. Beasley, USA (Ret) \***  
LTC William K. Rapp, USA (Ret) \*  
**LTC Joan A. Boose, USA (Ret) \***  
COL Brion V. Chabot, USA (Ret) \*  
**Capt Owen S. Haddock, USAF (Fmr) \***  
LTC David R. Titus, USA (Ret) \*  
**MG Donald L. Jacka, Jr., USA (Ret) \***  
LTC Michael C. Wilgen, USA (Ret) \*  
**LTC Patricia A. Krause, USA (Ret) \***  
LTC Robert L. Wetzel, USA (Ret) \*  
**Beverly A. Vowinkel, HPM \***  
CAPT Russell C. Vowinkel, USN (Ret) \*  
**LTC Patrick L. Widner, USA (Ret) \***  
COL Clay C. Le Grande, Jr., USA (Ret) \*

### LOUISVILLE KY

**LtCol John R. Fenton, USMC (Ret)**  
Capt William T. Keating, USAF (Fmr) \*



## Taps

RANK/NAME (SERVICE)  
\*Denotes Perpetual Member

### FORT WORTH TX

**BG Nathan C. Vail, USA (Ret) \***

### LTG WALKER MS

**Lt Col Cary W. Salter, USAF (Ret) \***







"IT IS NOBLER TO SERVE THAN TO BE SERVED"

# OFFICER REVIEW™

THE MILITARY ORDER OF THE WORLD WARS

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