



★ MOWW ★

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MILITARY ORDER  
OF THE WORLD WARS

# 2024 MOWW ALMANAC

## OPERATING YEAR 2023



MOWW OPERATING YEAR 2023 IMPACT SHEET



★ MOWW ★

MILITARY ORDER  
OF THE WORLD WARS

About Us

MOWW serves our nation and local communities by providing and supporting activities that promote and encourage responsible citizenship, patriotism, youth leadership, military and public service, veteran support, and strong national security.

Get Involved

MOWW has 74 chapters with over 6,300 members in 32 states and Puerto Rico. Find a Chapter near you and join us in our good work.

2023 MOWW PROGRAM IMPACT SHEET

DEDICATED TO SERVING  
YOUTH, COMMUNITY, AND NATION

PATRIOTIC EDUCATION

63  
YOUTH LEADERSHIP  
EVENTS

WITH OVER  
1,200  
STUDENTS

ENCOURAGING YOUTH LEADERSHIP

874

ROTC  
MEDALS  
OF MERIT

1,851

JROTC  
MEDALS  
OF MERIT

661

GIRL SCOUTS  
USA  
AWARDS

1,292

SCOUTING  
AMERICA  
AWARDS

MOWW SUPPORTED: 163 JROTC AND 815 ROTC UNITS

SUPPORTING LAW  
ENFORCEMENT  
& FIRST RESPONDERS

119 EVENTS

TO HONOR POLICE,  
FIRE, AND FIRST  
RESPONDERS

HONORING  
VETERANS

3,500+  
CARE PACKAGES FOR VETERANS

110,000+  
WREATHS FOR  
VETERAN HEADSTONES



8,868 INTERACTIONS  
WITH THE COMMUNITIES WE SERVE



TO LEARN MORE VISIT MOWW.ORG

## Table of Contents

IN MEMORIAM .....	6
✘ PCINC First Lieutenant Arnold Earl “Lucky” Luetge, USA (Fmr) ✘ .....	6
CONVENTION GUIDANCE .....	7
PREAMBLE TO THE MOWW CONSTITUTION .....	7
DIGNITY OF THE ORDER .....	8
MOWW CONVENTION RULES.....	9
MOWW CONVENTION DELEGATE INFORMATION.....	10
Enclosure: MOWW Chapter Delegates, 30 June 2023.....	11
NATIONAL CANDIDATE PRESENTATIONS .....	12
DISTINGUISHED SERVICE AWARD .....	13
CONVENTION .....	14
2024 MOWW CONVENTION AGENDA   VERSION 13.....	14
2024 MOWW CONVENTION & GENERAL STAFF MEETING AGENDA .....	15
2023 MOWW CONVENTION & GENERAL STAFF MEETING MINUTES (DRAFT).....	18
CANDIDATES FOR ELECTED OFFICE.....	24
Commander in Chief .....	24
Senior Vice Commander in Chief .....	24
Vice Commander in Chief.....	25
Vice Commander in Chief.....	26
Vice Commander in Chief.....	26
Vice Commander in Chief.....	27
Treasurer General.....	27
Judge Advocate General.....	28
Surgeon General .....	29
Chaplain General .....	30
Historian General.....	30
ANNUAL REPORTS .....	32
COMMANDER IN CHIEF   ANNUAL REPORT .....	32
SENIOR VICE COMMANDER IN CHIEF   ANNUAL REPORT .....	35
VCINC CAPT DOMBECK   ANNUAL REPORT.....	39
VCINC CAPT GANTT   ANNUAL REPORT .....	43
VCINC LT COL RUIZ   ANNUAL REPORT .....	46
VCINC COL LOREN A. WEEKS   ANNUAL REPORT .....	49
CHIEF OF STAFF   ANNUAL REPORT.....	51



Enclosure (1): MOWW Headquarters Performance Metric Assessment .....	57
Enclosure (2): MOWW Audited Financial Statements (Year Ended 31 December 2023).....	59
<b>TREASURER GENERAL   ANNUAL REPORT.....</b>	<b>82</b>
<b>BOARD OF TRUSTEES MOWW, INC.   ANNUAL REPORT .....</b>	<b>83</b>
<b>JUDGE ADVOCATE GENERAL   ANNUAL REPORTS.....</b>	<b>85</b>
<b>SURGEON GENERAL   ANNUAL REPORTS.....</b>	<b>86</b>
<b>CHAPLAIN GENERAL   ANNUAL REPORTS .....</b>	<b>87</b>
<b>HISTORIAN GENERAL   ANNUAL REPORTS.....</b>	<b>88</b>
<b>COMMANDER, REGION I ANNUAL REPORT .....</b>	<b>92</b>
<b>COMMANDER, REGION II ANNUAL REPORT .....</b>	<b>99</b>
<b>COMMANDER, REGION III ANNUAL REPORT .....</b>	<b>102</b>
<b>COMMANDER, REGION IV ANNUAL REPORT .....</b>	<b>104</b>
<b>COMMANDER, REGION V ANNUAL REPORT .....</b>	<b>108</b>
<b>COMMANDER, REGION VI ANNUAL REPORT .....</b>	<b>113</b>
<b>COMMANDER, REGION VII ANNUAL REPORT .....</b>	<b>115</b>
<b>COMMANDER, REGION VIII ANNUAL REPORT .....</b>	<b>117</b>
<b>COMMANDER, REGION XIII ANNUAL REPORT .....</b>	<b>121</b>
<b>COMMANDER, REGION XIV ANNUAL REPORT .....</b>	<b>124</b>
<b>CONSTITUTION &amp; BYLAWS COMMITTEE   ANNUAL REPORT .....</b>	<b>127</b>
PROPOSED CONSTITUTION & BYLAWS AMENDMENTS .....	129
AMENDMENTS CONSIDERED BUT NOT RECOMMENDED.....	143
<b>ETHICS COMMITTEE   ANNUAL REPORT .....</b>	<b>148</b>
<b>FINANCE COMMITTEE   ANNUAL REPORT .....</b>	<b>149</b>
<b>HOMELAND SECURITY COMMITTEE   ANNUAL REPORT .....</b>	<b>151</b>
<b>INFORMATION &amp; PUBLICITY COMMITTEE   ANNUAL REPORT .....</b>	<b>153</b>
<b>LEGISLATIVE &amp; RESOLUTIONS COMMITTEE   ANNUAL REPORT .....</b>	<b>159</b>
PROPOSED NATIONAL RESOLUTIONS .....	160
<b>MAGAZINE COMMITTEE   ANNUAL REPORT.....</b>	<b>161</b>
<b>MOWW-PERSHING RIFLES GROUP   ANNUAL REPORT.....</b>	<b>162</b>
<b>NATIONAL SECURITY COMMITTEE   ANNUAL REPORT .....</b>	<b>163</b>
<b>NOMINATING COMMITTEE   ANNUAL REPORT .....</b>	<b>165</b>
<b>PATRIOTIC EDUCATION COMMITTEE   ANNUAL REPORT .....</b>	<b>167</b>
<b>PUBLIC SAFETY LAW &amp; ORDER COMMITTEE   ANNUAL REPORT.....</b>	<b>171</b>
<b>RESERVE OFFICER TRAINING CORPS (ROTC) COMMITTEE   ANNUAL REPORT.....</b>	<b>174</b>
<b>SCOUTING COMMITTEE   ANNUAL REPORT .....</b>	<b>179</b>

STRATEGIC GROWTH COMMITTEE   ANNUAL REPORT .....	184
STRATEGIC PLANNING COMMITTEE   ANNUAL REPORT.....	185
VETERANS AFFAIRS COMMITTEE   ANNUAL REPORT .....	187
MEMBERSHIP AD HOC COMMITTEE   ANNUAL REPORT .....	189
NAMING AD HOC COMMITTEE   ANNUAL REPORT .....	191
NATIONAL YLC (YOUTH CIVICS SUMMIT) AD HOC COMMITTEE   ANNUAL REPORT .....	192
RECOGNITION OF EXCELLENCE.....	195
MOWW NATIONAL CITATIONS .....	195
GOLD PATRICK HENRY AWARDS   CINC, SVCINC, VCINCS & IPCINC .....	197
DISTINGUISHED LEADERS .....	198
COMMANDERS IN CHIEF   HONORARY .....	198
COMMANDERS IN CHIEF   ELECTED .....	199
COMMANDERS IN CHIEF   ELECTED (Continued) .....	200
GENERAL STAFF EMERITUS   COMPANIONS OF THE GENERAL STAFF.....	201
MOWW NATIONAL CONVENTION 2024 SPONSORS .....	202

## IN MEMORIAM

✠ PCINC First Lieutenant Arnold Earl “Lucky” Luetge, USA (Fmr) ✠

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### 70<sup>th</sup> Commander-in-Chief

24 AUGUST 1933 – 21 JANUARY 2024



Past CINC 1LT Arnold Earl Luetge, USA (Fmr), passed away on 21 January 2024 at the age of 90, in Cincinnati, OH.

1LT Luetge was born in Houston, TX, and attended Lamar High School. He graduated from the University of Houston with a Bachelor of Science in Business. He served in the Army from 1954 to 1959 and was honorably discharged. After his military service, he began his business career with Bristol Myers, where he worked for 30 years.

He was an active member of the Military Order of World Wars (MOWW) for many years, holding various positions in the organization. He served as Commander-in-Chief from 2000 to 2001.

1LT Luetge was a devoted family man and was married to his wife Nancy for 69 years. He is survived by his daughter D’Anne Pientka and her

partner Mike, his son Lee Luetge, daughter-in-law Amanda, and two grandchildren, Alexis and Carys. He was loved by all who knew him and will be deeply missed.

<https://www.dignitymemorial.com/obituaries/houston-tx/arnold-luetge-11639497>

## CONVENTION GUIDANCE

### PREAMBLE TO THE MOWW CONSTITUTION

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

## DIGNITY OF THE ORDER

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

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

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

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

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

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

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

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

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



**MILITARY ORDER  
OF THE WORLD WARS**

## MOWW CONVENTION RULES

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

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

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

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

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

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

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

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

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

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

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

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

## MOWW CONVENTION DELEGATE INFORMATION

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According to the Order's Constitution (Article IV, Section 1) each chapter shall be entitled to two (2) delegates-at-large and one additional delegate for every twenty-five (25) members or major fraction thereof (in addition to chapter members who are members of the National General Staff) who are in good standing as of 30 June preceding the National Convention, annually.

Companions may only represent one chapter. A duly accredited alternate for the chapter may attend and vote in the absence of a chapter delegate. A chapter delegate requires written certification by the chapter commander utilizing MOWW Form 22, Convention Delegate Appointment, which must be presented during registration at the MOWW Convention. Chapter delegates may also e-mail a signed copy of MOWW Form 22 to the Host Chapter Commander.

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

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

- |   |  |
|---|--|
| A. Commander-in-Chief   | L. Past Commanders-in-Chief  |
| B. Senior Vice Commander-in-Chief   | M. Chairman, Council of Area Commanders  |
| C. Vice Commanders-in-Chief (four each)   | N. Assistant Treasurer General   |
| D. Chief of Staff (ex officio without a vote)   | O. Assistant Judge Advocate General  |
| E. The MOWW Board of Trustees   | P. Assistant Surgeon General   |
| F. Treasurer General  | Q. Assistant Chaplain General  |
| G. Judge Advocate General   | R. Assistant Historian General   |
| H. Surgeon General  | S. Region, Department and Chapter Commanders   |
| I. Chaplain General   | T. General Staff Emeritus Members  |
| J. Historian General  | U. Chairs of all National Committees   |
| K. General Staff Officers (at least five, but no more than 10, Appointed). [Section revised by National Convention approval in 2019.] | V. Directors of Youth Leadership Conferences (YLC) sanctioned by the Order (if not otherwise members of the General Staff) |

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

The attached is a list of chapter delegates calculated as of 30 June 2023. Remember, the chapter commander is a statutory delegate. Statutory delegates are not included in the attached list.

## Enclosure: MOWW Chapter Delegates, 30 June 2023

REGION / CHAPTER	CHAP POP A/O 30 Jun 23 [Primary Membership Only]	# of DELEGATES	REGION / CHAPTER	CHAP POP A/O 30 Jun 23 [Primary Membership Only]	# of DELEGATES
REGION I (R-I)	308		REGION VII (R-VII)	370	
Cape Cod MA (R-I)	17	3	Col Elmer AR (R-VII)	48	4
Granite State NH (R-I)	13	3	LTG Walker MS (R-VII)	34	3
Green Mountain VT (R-I)	30	3	MG Wheeler AL (R-VII)	39	4
MG (Bvt) Chamberlain ME (R-I)	42	4	CPT Grevemberg LA (R-VII)	66	5
Narragansett Bay RI (R-I)	29	3	Greater Kansas City MO (R-VII)	93	6
Worcester MA (R-I)	37	3	LTG Middleton LA (R-VII)	90	6
Greater Boston MA (R-I)	140	8		Total Delegates	28
	Total Delegates	27	REGION VIII (R-VIII)	955	
REGION II (R-II)	392		Austin TX (R-VIII)	26	3
Detroit MI (R-II)	54	4	CAPT Dillworth TX (R-VIII)	33	3
Fort Knox KY (R-II)	89	6	Fort Hood TX (R-VIII)	27	3
Louisville KY (R-II)	47	4	North Texas TX (R-VIII)	42	4
MG Butler KY (R-II)	61	4	Pinson Memorial TX (R-VIII)	35	3
Chicago IL (R-II)	141	8	COL Woods OK (R-VIII)	88	6
	Total Delegates	26	Fort Worth TX (R-VIII)	70	5
REGION III (R-III)	384		GA Eisenhower KS (R-VIII)	59	4
COL Roosevelt NY (R-III)	36	3	Houston TX (R-VIII)	56	4
Delaware DE (R-III)	44	4	MG Critz OK (R-VIII)	54	4
LTC Shehab NJ (R-III)	29	3	Dallas TX (R-VIII)	357	16
GEN Ridgway PA (R-III)	55	4	Hill Country TX (R-VIII)	108	6
Philadelphia PA (R-III)	220	11		Total Delegates	61
	Total Delegates	25	REGION XIII (R-XIII)	465	
REGION IV (R-IV)	667		Denver CO (R-XIII)	28	3
Roanoke VA (R-IV)	30	3	Santa Cruz Valley AZ (R-XIII)	68	5
Hampton Roads VA (R-IV)	63	5	West Valley AZ (R-XIII)	33	3
Maj Gen Wade DC (R-IV)	80	5	Colorado Springs CO (R-XIII)	85	5
Northern Virginia VA (R-IV)	67	5	MG Miles NM (R-XIII)	58	4
Prince George's County MD (R-IV)	59	4	Phoenix AZ (R-XIII)	90	6
Richmond VA (R-IV)	48	4	Greater El Paso TX (R-XIII)	103	6
Virginia Piedmont VA (R-IV)	85	5		Total Delegates	32
General Meade MD (R-IV)	235	11	REGION XIV (R-XIV)	894	
	Total Delegates	42	Capt Dillingham HI (R-XIV)	28	3
REGION V (R-V)	490		LTG Wright CA (R-XIV)	37	3
Brig Gen Scott GA (R-V)	20	3	BGen Holland CA (R-XIV)	64	5
GEN Westmoreland SC (R-V)	47	4	Conejo Valley CA (R-XIV)	75	5
Knoxville TN (R-V)	45	4	MajGen Pendleton CA (R-XIV)	76	5
Atlanta GA (R-V)	89	6	San Francisco Bay Area CA (R-XIV)	63	5
Columbia SC (R-V)	52	4	COL Woolsey CA (R-XIV)	89	6
Memphis TN (R-V)	47	4	GA Bradley-COL Hanson CA (R-XIV)	109	6
Augusta GA (R-V)	190	10	Puget Sound WA (R-XIV)	244	12
	Total Delegates	35	San Diego CA (R-XIV)	109	6
REGION VI (R-VI)	571			Total Delegates	56
Clearwater FL (R-VI)	45	4	At-Large (R-ATL)	730	
Fort Walton Beach FL (R-VI)	63	5	BG Bultman Chapter (At-Large)	730	31
North Central Florida FL (R-VI)	25	3		Total Delegates	31
Northeast Florida FL (R-VI)	26	3			
Space Coast - Indian River FL (R-VI)	62	4			
Puerto Rico PR (R-VI)	132	7			
Sun City Center FL (R-VI)	218	11			
	Total Delegates	37			

Total Number of Chapters:	75
Number of Base delegates:	150
Number of Add'l Delegates:	250
Total Number of Delegates:	400



## NATIONAL CANDIDATE PRESENTATIONS

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

### Roles & Responsibilities.

- Chair, Nominating Committee. The Chair's duties shall consist of control of the assembly and the orderly conduct of its business. The Chair appoints the Moderator.
- Moderator, Candidate Presentations. The Moderator is a Companion designated by the Chair, Nominating Committee, to preside over candidate presentations. The Moderator announces locations available for the optional Regional Caucuses to be held after the Candidate presentations.
- Rules help ensure all candidates receive equal time to speak to Companions attending the convention and to respond to questions from the floor. (Personal questions are out of order.)
- Candidates for Elected Office. Companions in good standing, who wish to be elected to the leadership of the Order or have announced or will announce themselves as candidates for elected office, will present themselves to the Moderator so they may be included in the list of speakers. Candidates will speak in the order of their consideration during the Nominating Committee meeting, as listed in the MOWW Policy Manual, Appendix E, "MOWW Candidate Nominating Process:"

Commander In Chief	Surgeon General
Senior Vice Commander In Chief	Chaplain General
Vice Commanders In Chief (four)	Historian General
Treasurer General	General Staff-At-Large (Elected)
Judge Advocate General	

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

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

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

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

## **DISTINGUISHED SERVICE AWARD**

General Carter Ham

U.S. Army Retired



General Ham retired from the United States Army in 2013 as the Commander, U.S. Africa Command working to enhance America's security by establishing and developing partnerships and building the military capacity of African nations. He directed all U.S. military operations in Africa, including leading coalition forces during the Libyan conflict in 2011, hostage rescue operations in Somalia and counter-terrorism operations in several countries.

Prior to leading AFRICOM, General Ham was the commander of all U.S. Army forces in Europe, where he oversaw troops deployed to the Balkans, to Iraq and as part of the North Atlantic Treaty Organization mission in Afghanistan. He spent nearly four decades in the Army and is one of a very small number of military leaders who rose from the rank of Private to four-star General. He is a 1976 Distinguished Military Graduate of John Carroll University and earned a Masters Degree from the Naval War College, Newport, Rhode Island

During his nearly 38 years as a soldier, General Ham served in various capacities both in the field and in the Pentagon. In January 2004, he assumed command of Multinational Brigade (Task Force Olympia) – North in Mosul, Iraq serving there until February 2005. He commanded the First Infantry Division (the Big Red One) and, later, served as the Director of Operations, J3, at the Joint Staff.

In retirement, he chaired the Congressionally mandated National Commission on the Future of the Army and, from 2016 until 2021, served as President and Chief Executive Officer for the Association of the United States Army, a Virginia-based, private non-profit organization with 121 chapters worldwide that acts primarily as an advocacy group for the Army and its soldiers. He and his wife, Christi, reside now in northern Virginia.

# CONVENTION

## 2024 MOWW CONVENTION AGENDA | VERSION 13

### *“YOUTH LEADERSHIP - BUILDING THE NEXT GREATEST GENERATION”*

#### **Tuesday, 6 August 2024 | Dress: Casual**

TIME	EVENT	LOCATION	ATTENDEES
0800-1030	Pre-Convention EXCOM Breakfast	Wayne	EXCOM Members
<b>0800-1600</b>	<b>GOLF OUTING &amp; LUNCH - Spring Hollow Golf Club, Spring City, PA</b>		<b>ALL Golfers</b>
1600-1700	National Candidate Orientation	TBD	Candidates for National Office
1700-1830	HQs Membership Seminar	Independence	All Attendees

#### **Wednesday, 7 August 2024 | Dress: Casual**

0730-0900	Council of Area Commanders (CAC)	Independence	CAC Members
<b>0845-1600</b>	<b>TOUR 1: FOUNDING FORWARD AT VALLEY FORGE, PA</b>		<b>ALL ATTENDEES</b>
1600-1700	Hann-Buswell Chapter Meeting	Independence	H-B Chap Members
1800-2100	CINC Welcome Buffet	Freedom IV - VI	All Attendees

#### **Thursday, 8 August 2024 | Dress: Casual (Hann-Buswell Chapter Dinner: Mess Dress)**

0730-0930	Council of Past CINCs Breakfast	Radnor	CPC/CINC/SVCINC/CS
0800-0930	New Chapter Commanders Forum	Independence	All Attendees
<b>0815-1630</b>	<b>TOUR 2: HISTORIC PHILADELPHIA</b>		<b>ALL AVAILABLE</b>
0945-1030	Naming Ad Hoc Committee Brief	Independence	All Attendees
1045-1130	Membership Ad Hoc Committee Brief	Independence	All Attendees
<b>1130-1300</b>	<b>LUNCH AS DESIRED</b>		
1300-1500	Youth Leadership Panel	Independence	All Attendees
1530-1700	Commander's Call	Independence	All Attendees
1800-2100	Hann-Buswell Chapter Dinner	Freedom V & VI	H-B Chap Members
	<b>DINNER AS DESIRED</b>		

#### **Friday, 9 August 2024 | Business Casual**

0730-0900	National Candidate Presentations	Independence	All Attendees
0930-1030	Teller Meeting	Wayne	Tellers
0900-1030	Nominating Committee Voting	Independence	Nom Cmte Del
1045-1115	Veterans Affairs Committee Seminar	Independence	All Available
1130-1330	<b>MOWW Awards Luncheon</b>	<b>Freedom IV - VI</b>	All Attendees
1400-1445	Patriotic Education Committee Mtg	Independence	All Available
1500-1730	<b>Convention   Business Session I</b>	<b>Independence</b>	All Available
	<b>DINNER AS DESIRED</b>		

#### **Saturday, 10 August 2024 | Business Casual (CINC Banquet: Mess Dress/Tuxedo)**

0730-0830	MOWW Memorial Service	Freedom IV - VI	All Attendees
0900-1130	<b>Convention   Business Session II</b>	<b>Freedom IV - VI</b>	All Attendees
1130-1300	<b>LUNCH AS DESIRED</b>		
<b>0900-1600</b>	<b>TOUR 3: LONGWOOD GARDENS, KENNETT SQUARE, PA</b>		<b>ALL AVAILABLE</b>
1300-1345	Scouting Committee Seminar	Amphitheater	All Attendees
1400-1445	ROTC Committee Seminar	Amphitheater	All Attendees
1500-1545	PS/L&O Homeland & National Security Mtg	Amphitheater	All Attendees
1600-1645	Non-Denominational Worship Service	Amphitheater	All Attendees
1730-1800	National Officer Photos	Freedom Foyer	CPC/CINC/VCINCS/CS
1800-1850	CINC Reception	Freedom Foyer	All Attendees
1900-2100	CINC Banquet	Freedom IV - VI	All Attendees

#### **Sunday, 11 August 2024 | Dress Casual**

0800-1030	Post-Convention EXCOM Breakfast	Wayne	EXCOM Members
0800-1030	EXCOM Spouse/Partner Breakfast	Radnor	Spouses/Partners

## 2024 MOWW CONVENTION & GENERAL STAFF MEETING AGENDA

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**FRIDAY, 9 AUG 24 (1500 – 1730)**

### **CALL TO ORDER, NATIONAL CONVENTION & GENERAL STAFF MEETING**

- Invocation (Chaplain General)
- Pledge of Allegiance (CINC)
- Reading of the Order's Preamble (SVCINC)
- Roll Call (CINC)
- Welcome of Dignitaries and remarks.
- CINC's Welcome Remarks

### **UNFINISHED BUSINESS (CINC)**

- Approve the minutes of the 2023 MOWW Convention & General Staff Meeting. (See pages 19-24)

### **NEW BUSINESS (CINC)**

- CINC presents the Convention Rules
- Commander in Chief End-of-Tour Report | BG Perez
- SVCINC Report | Lt Col Worley
- VCINC Report | CAPT Dombeck
- VCINC Report | CAPT Gantt
- VCINC Report | Lt Col Ruiz
- VCINC Report | COL Weeks
- Chief of Staff Annual Report | Col Farrell
- Finance Committee Report | Col Farrell
- MOWW, Inc®, Board of Trustees Report | PCINC LTC Hollywood
- Constitution & Bylaws, Committee Report | PCINC BGen Lopez
- *NOTE: Chair reports and if Amendments are offered, they will be affirmed by vote. (See pages 126-146)*
- Legislative & Resolutions Committee | LTC Moss
- *NOTE: Chair reports and if resolutions are offered, they will be affirmed by vote. (See pages 158-159)*
- CINC: Calls for the approval of all annual reports presented orally and/or in writing.

### **1730: CINC CALLS FOR A RECESS**

**SATURDAY, 10 AUG 24 (0900 – 1130)**

**0900: CINC CALLS TO ORDER & RECONVENES THE MOWW CONVENTION & THE MOWW GENERAL STAFF MEETING**

- CINC Presents Opening Remarks
- Nominating Committee Report | PCINC BGen Lopez

*ACTION:*

- a. Chair reports on Candidate Slate and calls for nominations from the floor three times, after which the Candidate Slate is affirmed by vote.*
  - b. CINC announces the MOWW election Slate of Candidates and calls for a VOTE.*
- CINC: Call for any items “For the Good of the Order”

**NATIONAL CONVENTION ADJOURNMENT, CONVENE THE ANNUAL MEETING OF THE GENERAL STAFF**

- CINC: Calls for the CINC-Elect to announce national officer and committee appointments. [\[GENERAL STAFF VOTE\]](#)

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

- Companions (five) to Assistant National Officer positions
    - Assistant Treasurer General
    - Assistant Judge Advocate General
    - Assistant Surgeon General
    - Assistant Historian General
    - Assistant Chaplain General
  - Companions (0-10) as General Staff-at-Large
  - Companions (3) as EXCOM Members-at-Large
  - Companion(s) to Member, MOWW Board of Trustees [\[VOTE\]](#)
  - National Standing Committee Chairs
  - National *Ad Hoc* Committee Chairs, as applicable
- National Youth Civics Summit (NYCS) Ad Hoc Committee Report | CAPT Gantt
  - CINC: Nominations for General Staff Emeritus member status. [\[GENERAL STAFF VOTE\]](#)

**UNFINISHED BUSINESS**

- 2025 MOWW Convention Update | Region XIII Chapters
  - Region Commander Presents 2025 Convention Update.
- 2026 MOWW Convention Update | Region VIII Chapters
  - Region Commander Presents 2026 Convention Update.

#### **1130: ADJOURNMENT & RECESS**

- CINC: CALLS FOR ADJOURNMENT OF THE MOWW GENERAL STAFF MEETING

#### **SATURDAY, 10 AUG 24, 1900-2100 MOWW CINC BANQUET**

- 1900: CINC Banquet
- CINC reconvenes the MOWW Convention (i.e., the CINC Banquet)
- The CINC Banquet includes:
  - Presentation of MOWW Recruiting Awards
  - Presentation of General of the Armies Pershing Chapter of the Year Award
  - Outgoing-CINC presents National Commanders Medal
  - Outgoing-CINC presents the Distinguished Service Award (DSA), and Membership Certificate
  - Distinguished Speaker: DSA Recipient
  - Install the CINC-Elect, the SVCINC/VCINC-Elect, and appoint selected officers.

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

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

## 2023 MOWW CONVENTION & GENERAL STAFF MEETING MINUTES (DRAFT)

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### MILITARY ORDER OF THE WORLD WARS

16 August 2023

**FROM:** HQ MOWW/CS

**TO:** Companions of The Military Order of the World Wars®

**SUBJECT:** 2023 MOWW NATIONAL CONVENTION & GENERAL STAFF MEETING MINUTES

### **SATURDAY BUSINESS SESSION I, 5 AUG 2023, 0900-1130**

#### I. CALL TO ORDER

- In accordance with the Military Order of the World Wars (MOWW) Constitution and Bylaws, the Joint Session, 2023 Convention General Staff (GS) Meeting and the 2023 National Convention Meeting were called to order on Saturday, 5 August 2023. Roberts Rules of Order (Revised) applied. When mentioned, "Almanac" refers to the 2023 MOWW Almanac.
- After the Invocation, the Pledge of Allegiance and the reading of the MOWW Preamble, the Commander in Chief called for a motion omitting a roll call. The motion was made, seconded and affirmed by a majority voice vote.
- CINC LTC Michael A. Okin, MD, USA (Ret), appointed Sergeants-At-Arms LTC William Rapp and appointed COL Vincent Ogilvie as the Parliamentarian.
- CINC LTC Michael A. Okin, MD, USA (Ret), welcomed all attendees and presented his welcoming remarks. In doing so, he praised all Companions for their great work during a challenging year and expressed his special appreciation to those Companions attending the National Convention.

#### II. OLD BUSINESS

- Attendees approved the 2022 MOWW National Convention and General Staff meeting minutes by majority voice vote.

#### III. NEW BUSINESS

- The CINC presented the Convention Rules the "Dignity of the Order," as written in the Almanac, as requirements. The host Chapter reported the number of delegates in attendance as 140.

- National Officers and Committee Chairs presented their annual reports, which are in the 2023 MOWW Almanac. The following reports were presented orally:
  - CINC Report | LTC Okin, MD
  - SVCINC Report | BG Perez
  - VCINC Report | CAPT Dombeck
  - VCINC Report | CAPT Gantt
  - VCINC Report | Lt Col Ruiz
  - VCINC Report | Lt Col Worley
  - Chief of Staff Report | Col Farrell
  - Finance Committee Report | Col Farrell
- The Finance Committee Report included a recommendation, endorsed by the EXCOM, to increase the Regular and Perpetual Membership dues. The Finance Committee recommendation was modified to change the effective date of the Dues Increase to 01 Jan 2024.
- After a motion, a second and discussion, the delegates approved the Finance Committee and EXCOM recommendation to increase the Regular Member (RM) Dues from \$40 to \$60 effective 01 Jan 2024.
- After a motion, a second and discussion, the delegates approved the Finance Committee and EXCOM recommendation to increase the perpetual member (PM) dues from \$350 to \$500 effective 01 Jan 2024.
- MOWW, Inc®, Board of Trustees Report | LTC Hollywood
- Strategic Planning Committee | SVCINC BGen Perez
- The Report included the Committees proposal to approve the MOWW Strategic Plan 2023-2028. After a motion, a second and discussion, the delegates approved the MOWW Strategic Plan 2023-2028.
- Legislative & Resolutions Committee | presented by LTC William Rapp
- The Committee report included a recommendation to approve a proposed national resolution for the Promotion of Civics Education in Schools.
- After discussion, a motion was made, seconded, and approved by a majority vote to alter the language of the proposed resolution during the break between the morning and afternoon session.
- The CINC recessed the meeting due to time constraints. The Legislative & Resolutions Committee report was completed during Business Session II.
- Constitution & Bylaws, and Nominating Committee reports were presented at Business Session II.



## **SATURDAY BUSINESS SESSION II, 5 AUG 2023, 1300-1600**

### **I. CALL TO ORDER**

- In accordance with the Military Order of the World Wars (MOWW) Constitution & Bylaws, the Joint Session, 2023 MOWW National Convention and the General Staff (GS) Meeting resumed on Saturday, 5 August 2023. Again, Roberts Rules of Order (Revised) applied.

### **II. OLD BUSINESS**

- National Officers and Committee Chairs annual reports resumed. The following reports were presented orally:
  - Legislative & Resolutions Committee | presented by LTC William Rapp
    - The Committee Chair presented the amended Language to the proposed national resolution for the Promotion of Civics Education in Schools. After a motion to approve, a second and discussion, the national resolution was approved by majority vote.
    - The 2<sup>nd</sup> resolution in the Committee Chair's report, Proposed National Resolution Opposing the Burial Rule Change at Arlington National Cemetery, was withdrawn from consideration due to factual matters related to the content of the resolution.
  - Patriotic Education Committee | Lt Col Dunlap
  - The Constitution & Bylaws Committee | SVCINC BG Perez
    - The Committee presented five (5) Constitutional amendments and (2) Bylaws amendments for consideration by the legislative body of the Military Order.
    - Three constitutional amendments presented by the C&BL Committee were approved as written and two as amended by the convention:
      1. Proposed Constitutional Amendment Article V, Section 5.
      2. Proposed Constitutional Amendment Article II, Section 1, Paragraph B. As amended.
      3. Proposed Constitutional Amendment Article II, Section 1, Paragraph F. As amended.
      4. Proposed Constitutional Amendment Article V, Section 1, Paragraph K.
      5. Proposed Constitutional Amendment Article VII, Section 4.
    - Two Bylaws amendments presented by the C&BL Committee were approved as written.
      1. Proposed Bylaws Amendment Article I, Section B.
      2. Proposed Bylaws Amendment Article I, Section 4, Paragraph A.

### III. NEW BUSINESS

- The Nominating Committee Chair, IPCINC BGen Frederick Lopez, presented the report which included the slate of nominees nominated, seconded, and approved by committee vote. A call by the Chair for nominations from the floor was made. No new nominations were forthcoming.
- The CINC announced the MOWW election slate of candidates and called for a vote. After a motion and a second, the slate was approved by a majority voice vote in the affirmative. The following Officers were confirmed by a majority voice vote:
  - Commander-in-Chief: BG Victor S. Perez, USA (Ret)
  - Senior Vice Commander-in-Chief (One): Lt Col David J. Worley, USAF (Ret)
  - Vice Commanders-in-Chief (Four):
    - CAPT Deborah A. Dombeck, USCG (Ret)
    - CAPT Edward W. Gantt, USA (Ret)
    - Lt Col Marlon Ruiz, USAF (Ret)
    - COL Loren A. Weeks USA, (Ret)
  - Treasurer General: Col Jerry E. Knotts, USAF (Ret)
  - Judge Advocate General: CPT Harold Greenberg, JD, USA (Fmr)
  - Surgeon General: CPT Robert E. Mallin, MD, USA (Fmr)
  - Chaplain General: LTC Victor Burnette, USA, (Ret)
  - Historian General: Mr. Charles W. Bennet, Jr., HPM
- The CINC called for a motion to approve the National Officer and Committee Annual Reports. All reports were approved by a majority voice vote.
- The CINC adjourned the National Convention and convened the annual Post-Convention General Staff Meeting. The Post-Convention General Staff Meeting is convened to consider and vote on the CINC appointments of National Officers, Committee Chairs, and the location of upcoming National Conventions.
- The CINC-Elect announced his appointments to the EXCOM, assistant national officers, chairs of standing and *Ad Hoc* national committee chairs, selections to the MOWW, Inc Board of Trustees and other appointments. Those nominations were approved by a majority voice vote and will be published in the *Officer Review* Magazine and the National Directory.
- IRS Compliance Committee Report | CDR Robert Hartman

- The IRS Compliance Committee Report contained a recommendation to establish a separate MOWW 501(c)(3) Educational Foundation. A motion to approve the recommendation was offered, seconded, discussed and approved by majority vote.
- Major Robert Williams USAF (Ret) was nominated for General Staff Emeritus membership status. The nomination was approved by a unanimous vote.

#### IV. UNFINISHED BUSINESS

- The Region III Commander provided a 2024 MOWW convention update. The 2024 MOWW Convention will be held in King of Prussia, PA.
- Region XIII presented a proposal to hold the 2025 MOWW annual convention in Tucson, AZ. After a nomination and a second the General Staff approved Tucson, AZ as the 2025 convention location by majority voice vote.
- Region VIII presented a proposal to hold the 2026 MOWW annual convention in San Antonio, TX. After a nomination and a second the General Staff approved San Antonio, TX, as the 2026 convention location by majority voice vote.

#### V. FOR THE GOOD OF THE ORDER

- The CINC called for any “For the Good of the Order” items. No items were offered.
- The CINC called for adjournment of the General Staff Meeting.

### **CINC BANQUET, 7 AUG 2023, 1800-2100**

#### VI. CALL TO ORDER

- CINC reconvened the MOWW Convention (i.e., the CINC Banquet).

#### VII. NEW BUSINESS

- The following CINC Banquet activities were completed:
  - Presentation of General of the Armies John J. Pershing Chapter of the Year Awards.
  - CINC LTC Michael A. Okin, MD, USA (Ret) presented The National Commander’s Medal to BG Victor S. Perez, USA, (Ret).
  - CINC LTC Michael A. Okin, MD, USA (Ret) presented the Distinguished Service Award (DSA) to Vice Admiral Sean S. Buck, USN,
  - Vice Admiral Sean S. Buck, USN, the DSA recipient, presented remarks.

- The Presiding Officer of the National Officer Installation Ceremony, PCINC BGen Fredrick R. Lopez, USMC (Ret), installed the CINC-Elect, the SVCINC/VCINCs-Elect, and other elected officers and appointed officers.
- The Commander in Chief BG Victor S. Perez, USA (Ret) presented closing remarks.

VIII. FOR THE GOOD OF THE ORDER

- After a Benediction by the Chaplain General, the CINC requested “For the Good of the Order” topics. Hearing none, he adjourned the 2023 MOWW Convention.

FOR THE GOOD OF THE ORDER



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

## CANDIDATES FOR ELECTED OFFICE



### Commander in Chief

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Lt Col David J. Worley, USAF (Ret)

Lieutenant Colonel David J. Worley is a Military Order of the World Wars (MOWW) National Senior Vice Commander-in-Chief, while also serving on the National Strategic Planning Committee and the Membership Ad Hoc Committee, as well as a credentialed teacher on the National Patriotic Education Committee. His 27 years in the Air Force, which began in 1975 included eight years as an enlisted FAA-certified *Air Traffic Controller*, and after attending Officer Training School in 1983 serving as a rated *Air Battle Manager*. Upon his military retirement, Lt Col Worley then spent over fourteen years instructing the Air Force Junior ROTC program at Crescenta Valley High School in

La Crescenta, California before retiring in 2017. Lt Col Worley holds a Bachelor of Science degree in Professional Aeronautics from Embry-Riddle Aeronautical University, and a Master of Public Administration (MPA) degree from Troy State University. Lt Col Worley is the Assistant Director for Operations at the *Thousand Oaks Youth Leadership Conference (TOYLC)*, has been on the TOYLC staff for over 10 years, and developed the TOYLC's current curriculum.

### CANDIDATE PLATFORM

If elected as your 93<sup>rd</sup> Commander-in-Chief of the Order, I pledge my commitment to carry-on with the five-year revitalization plan that PCINC Okin initiated in 2021 and has continued under the thoughtful leadership of CINC Perez. Our *2023-2025 Strategic Plan* provides a roadmap for continuing our revitalization efforts, a roadmap that Region and Chapters alike have implemented with enthusiasm and vigor. I want our Order to continue these vital efforts, efforts that are rooted in the Order's *Preamble* which defines our Order's core values: it is through the *Preamble* that the Order will continue to thrive and see our community outreach efforts grow in leaps and bounds. For over 100 years this order has a rich tradition of service to youth, our community, and our nation: I would be honored if you would allow me to lead and support your efforts, all for an organization that we all truly love.

### Senior Vice Commander in Chief

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Lt Col Maron Ruiz, USAF (Ret)

I am a 27-year retired prior-enlisted and retired commissioned officer. I served as an Airman First Class, Senior Airman, Sergeant, and Staff Sergeant (1980-1982) with the Puerto Rico Air National Guard and with the USAF active duty as a federally commissioned officer (1982-2007). My military career service highlights includes serving as a military aviator, service academic instructor at USMA and USAFA, serving as a combat mission commander (Desert Shield/Storm), serving two tours abroad as a US diplomatic military liaison officer, Joint Service Military Group Chief, and Western Hemisphere USAF Foreign Area Officer with US Interagency Joint Command (forward-deployed) security assistance planning team service counterparts. My

post military service highlights include serving as an AFJROTC Senior Academic Instructor and program manager, Distance Learning Program Defense Contractor Course Instructor with C2 Technologies, Inc. , and serving 16-years as an MOWW perpetual fellow companion. My MOWW companion experience includes serving the Order as a local Chapter Newsletter Editor, website webmaster, online social media influencer, and media platform manager, and assuming the responsibilities of MOWW elected office as an Adjutant Officer, Chapter / Department / Region Commander, appointed vice chair and chair on over six local chapter and national committees, appointed General Staff Officer, and successfully elected as vice commander in chief for the last three consecutive years.

### CANDIDATE PLATFORM

As a dedicated MOWW fellow companion I am committed to the Order's vision and mission, and I strive to be a faithful steward of servant leader guiding principles and dedicated perpetual selfless service personal convictions – dating back to my Roman Catholic parish upbringing and early years of service to my local community as an altar boy, Boy Scout, and Patrol Boy school crossing guard. My mantra is “*See a need – Fill a need*” which has always oriented my life to service and helping others. My MOWW journey has been one of life-long learning, personal character development, and as demonstrated by my ability to multitask effectively and never fully relinquishing any past appointed/gained position responsibilities – while continuing to take on added leadership accountable responsibilities and challenges, my personal passion has been and will continue to be focused on helping facilitate and enrich my MOWW fellow companion collective family experience by always being available to lighten anyone's personal load. “Service before self” will always be my driving passion and purpose, whether serving with the MOWW and other fellow veteran service organizations or assuming personal support projects at home and in my community.



### Vice Commander in Chief

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CAPT Edward W. Gantt, USN (Ret)

Captain Gantt enlisted in the US Army after high school, having been drawn to aviation since his early years. He served a 12-month tour in South Vietnam as a helicopter door gunner and crew chief. Separating from the Army in early 1972, he eventually enrolled at Howard University, DC. He earned a Bachelor of Science degree in 1977. Deciding to pursue aviation one more time, he entered the US Navy's Aviation Officer Candidate School. Completing aviation school in 1978, he earned his Naval Flight Officer wings and was selected for aviation training in the F-14 Tomcat at Naval Air Station Oceana, VA. For the next 27 years, he flew from the decks of USS Dwight D. Eisenhower, USS Saratoga, USS Forrestal, USS Carl Vinson, and USS

Independence. He took command of Fighter Squadron 31 at Naval Air Station Miramar, CA in 1992 and began serving with the Navy's West Coast Fighter Wing. He is a graduate of the Industrial College of the Armed Forces, DC, and of the Indian National Defense College, New Delhi, India. In 2000 and 2001, he commanded the Navy Recruit Training Command at Great Lakes, IL, the Navy's only Boot Camp. Retiring from the Navy in 2003, he began teaching within the public-school systems of Washington, DC, and Prince George's County, MD. He has since served as the Senior Naval Science Instructor at four different high schools in those two school systems while heading up their Navy JROTC programs. He served as Vice

Commander, Prince George's County Chapter, prior to his election as Region IV Commander in 2020. He was elected as Vice Commander in Chief in 2021.



### Vice Commander in Chief

COL Loren Weeks, USA (Ret)

COL Weeks joined the Order in 2016 after a 34-year career in the United States Army. He enlisted in the United States Army Reserve in 1983 as a 13B, Cannon Crewman. He received his commission from the Southern Illinois University at Carbondale in 1986 and earned a B.A. in Political Science. He has served as an Infantry Platoon Leader, Battalion and Brigade Chemical Officer, Infantry Company Commander, Support Operations Officer, Army ROTC Instructor, Armor and Support Battalion Commander, Deputy Sustainment Brigade Commander, and Division G-4. He completed the Defense Security Cooperation Agency's Foreign Military Sales certification while assigned as the Combined Strategic Transition

Afghanistan's Lifecycle Management Director. His assignments included combat duty in the Republic of Panama and three tours in Afghanistan.

He joined the Vandenburg Chapter in San Luis Obispo, California. In 2018, he moved to the Delaware Chapter. He has served as Region III Commander and well as the Chair of the Council of Area Commanders. COL Weeks is also a member of Iraq and Afghanistan Veterans of America, AUSA, Travis Manion Foundation, Merging Vets and Players and MOAA. He currently serves on the Membership, Strategic Planning and National Convention Committees.



### Vice Commander in Chief

COL Michael Paul Peck, USA (Ret)

Michael Peck is currently serving as Chairman, Illinois Department of Veterans Affairs Advisory Council and as MOWW Commander Illinois Department. He was elected December 9, 2020, to a two year term. He was twice elected as Region X Commander, Military Order of World Wars. He has served on the IDVA Advisory Council since 2007. He is past National Vice President – Army and Department President of the Reserve Officers Association and is a Past Post Commander of the VFW and American Legion.

Mike retired in June 2017 as Superintendent, Veterans Assistance Commission Lake County, IL. He served as Superintendent from 2006 to 2017. Previously he served as a Sergeant in the Galesburg Police Department for 24 years.

Mike served in Vietnam with the 18<sup>th</sup> MP Brigade in 1968-1970 as a Sergeant and was commissioned as a 2LT from Infantry OCS at Fort Benning and returned to Vietnam in 1971. He retired from the Army Reserve as a Colonel with the 86<sup>th</sup> ARCOM in 1996. His military awards include the Legion of Merit, Bronze Star Medal, Meritorious Service Medal and Army Commendation Medal with 2 OLC.

Mike has served as a volunteer for the Illinois Committee for Employer Support of the Guard and Reserve for the past 43 years assisting Guard and Reserve members with understanding their employment rights.



Mike is a graduate of Western Illinois University with a BA in Administration of Criminal Justice and an Association Degree in Law Enforcement Administration from Carl Sandburg College.

He is married to Po Lin Lee and has two daughters and 5 grandchildren. He resides in Mundelein, IL. His daughter Tracy is a former Army Reserve Captain, and his granddaughter Kenzie is in ROTC at Illinois State University and is the 5<sup>th</sup> generation to serve.



## Vice Commander in Chief

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Col Adalberto Rivera, USAF (Ret)

Colonel Rivera joined the Military Order of the World Wars in 2017 as a companion and Adjutant with the Puerto Rico Chapter. In 2019 he became the Chapter Commander. That same year he also became the Chair, National Security Committee, a position he still holds today.

In June 2022, Colonel Rivera became Editor of the chapter's newsletter. He also became the Department Commander for Puerto Rico, until October 2023, when he took over as Region VI Commander. Colonel Rivera was part of the Information and Publicity Grading Committee to determine the winners of the Chapters Newsletter category for OY22, and was part of the Region VI working committee which made possible

the 2022 National Convention in Jacksonville.

From 1985 to 1992, Colonel Rivera served in active duty at the 965th Airborne Warning and Control System (AWACS) and the 961st AWACS, with over 2700 flying hours. His staff tours with the Puerto Rico Air National Guard include duties as Weapons Director, Weapons Assignment Officer, Senior Director, Mission Crew Commander, Chief Standardization and Evaluation, Supply Operations Officer, Director of Staff-Air, Director of Intelligence and Security, Vice Wing Commander, and Mission Support Group Commander. In October 2014, he transferred to the Individual Ready Reserve, retiring from the Retired Reserve in March 2019.

Colonel (Retired) Rivera's awards include the Legion of Merit, the Meritorious Service Medal, Air Force Air Medal, Air Force Commendation Medal, Joint Service Achievement Medal, Air Force Achievement Medal, and Joint Meritorious Unit Award.

His awards within the Military Order of the World Wars include the Silver Patrick Henry Medal, Outstanding Service Medal, Outreach Service Medal, Membership Medal and National Citation.



## Treasurer General

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Col Jerry E. Knotts, USAF (Ret)

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



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

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

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

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

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



### **Judge Advocate General**

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CPT Harold Greenberg, JD, USA (Fmr)

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

Since the early 1970s Mr. Greenberg has been engaged in the private practice of law. He has taught in the Criminal Justice Department of California State University at Los Angeles and at Glendale University college of Law where he is a member of the Board of Directors. Mr. Greenberg and his wife, Rebecca, reside in Los Angeles.

## Surgeon General

CPT Dan L. Cameron, USA (Fmr)



*Biography:* Graduate of the Washington Technical Institute, with an Associate Degree in Respiratory Therapy, the University of the District of Columbia with a Bachelor of Science degree in Biology; and Howard University with a Bachelor's of Science degree as a Physician Assistant. He received a commission into the United States Army, as a Field Artillery Officer and is a product of the Howard University ROTC program. After completing the Field Artillery, Officer Basic Course, he then deployed overseas and served to a number of challenging positions and assignments with the 2<sup>nd</sup> Infantry Division in Korea. He was then assigned to Fort Ord, California and serves in the Division Artillery and later selected for the General staff as the Deputy Division G5. As a follow-on assignment, he transitioned to the

reserve component as a Transportation Officer. He then took an assignment at DSOPs after he was assigned to the Medical Advisors Office at Frist Army Headquarters and later returned to civilian life in the medical field. He is a highly decorated officer and has received a number of military service awards.

Dan Cameron is transitioning to retire from active service in his field of work as a senior supervisor and manager in the Clinical Respiratory Care under the Department of Pulmonary Medicine. He has over thirty-five (35) years of professional leadership, supervisory, management, clinical work, academic instruction, and general practitioner skills. He has applied his knowledge and experience in both the civilian and military sectors while servicing on active duty and in the reserve component. Much of his clinical work is applied to patient care and instructional training to staffs to include emergency department, ICUs and NICUs of area hospitals within the District of Columbia, Maryland, and Virginia (DMV).

Dan Cameron is licensed with the Maryland Board of Physician Quality Assurance, Respiratory Care Practitioners and the District of Columbia, Respiratory Care Practitioners. He is further licensed and certified with the National Board for Respiratory Care, the Registered Respiratory Care Practitioners, Advanced Cardiovascular Life Support (ACLS) Board, and the Basic Life Support (BLS) Board. He is a member of the Honor Society of Howard University, and National Honor Society for Respiratory Care, the District of Columbia Lung Association, the American Association of Respiratory Care, and he is the founder of the Asthma Camp for the DC Lung Association. He continues to remain proficient in his field by annually obtaining continuing medical education with the aforementioned organizations of which he is credentialed.

Dan Cameron joined the Order September 2019. He holds a distinguished record of service with MOWW by immediately accepting leadership roles as Treasure, Chairman of the Youth Leadership (YLC) Committee, and supporter of the JROTC/ROTC program for Prince George's / Montgomery County Chapter. He was instrumental serving as the operation officer in executing plans as the chapter hosted the Region IV Fall Conference 2023. He is a perpetual member, a recipient of a Chapter Commander Coin for dedicated service, a CINC Coin of Excellence, and a National Certificate of Recognition. He is

recognized for the recruitment of five (5) new companions to the chapter in OY 2022- 2023. He regularly attends Regional Conferences and National Conventions.



## Chaplain General

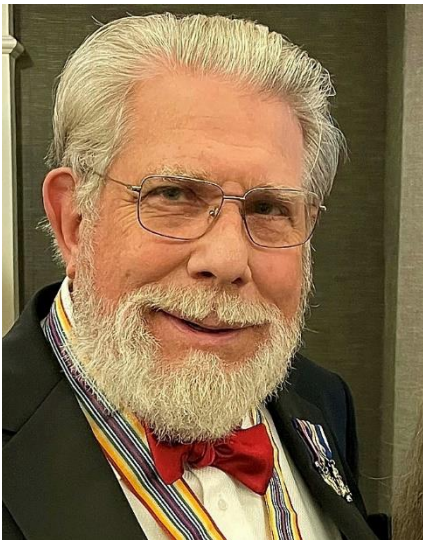
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LTC Victor Burnette, USA (Ret)

*Biography.* Lieutenant Colonel (Ret) Victor Burnette, Medical Service Corps, Senior Army Instructor and Department Head for the Woodbridge Senior High School Military Science Department. Over LTC Burnette's 26-year military career some of his most notable accomplishments include obtaining the Expert Field Medical Badge within his first year in the Army; coordinating the deployment of the 30th Medical Group to Operation Desert Shield and Operation Desert Storm; and later assisting in the deactivation of this unit. He served as the 163 Med Bn Executive officer in Korea and returned to the National Capital Region as the Dental Corps Branch Deputy Assignments

Officer. Returning to Germany, he was the EUCOM AMEDD Assistant Chief of Staff for Personal. Served in the Pentagon as an ASAM&RA staff officer and concluded his career in 2007 as the Inspector General for the North Atlantic Regional Medical Command (ten hospitals) and Walter Reed Army Medical Center, Washington, DC. Senior Army Instructor/Teacher at Woodbridge Senior High School 2008 – Present.

He is married to Jackie Robinson-Burnette, a retired SES. They have three daughters and a granddaughter. The oldest is an Army Nurse Corps Officer, one is an Adjutant General's Corps Officer, and the youngest is a MS 4 Army ROTC Cadet. He and his wife live in Northern Virginia.



## Historian General

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HPM Charles W. Bennett Jr.

Charles W. Bennett, Jr was born in Washington, D.C. on July 2, 1947. He grew up in Arlington and Fairfax Counties in Virginia. After graduating from J.E.B. Stuart High School in Fairfax County in 1964 he attended Reynolds College and the University of Richmond in Richmond, Virginia.

After completing studies at the University of Richmond, Bennett joined the Richmond, Virginia Bureau of Police in October 1968. Over the next 26 years he held almost every position in that organization, including assignments as an uniformed Officer, Homicide Detective, Narcotics Division Sergeant, SWAT Team Commander, and Bomb Technician. He served as the Deputy Chief of Police in Richmond for over five years.

Retiring from the Richmond Police in 1994, Bennett was appointed Chief of Police for the City of Lynchburg, Virginia. He was Chief there for fourteen (14) years.

He is a graduate of the 134th session of the Federal Bureau of Investigation's National Academy, and the 37th Law Enforcement Executive Development Session (LEEDS) at the FBI National Academy in Quantico, Virginia. He also graduated from the University of Virginia's Weldon Cooper Center for Public Service LEAD Program, the University of Richmond's Professional Executive Leadership School. Elected by the Police Chiefs of Virginia, he served as the 2001-2003 President of the Virginia Association of Chiefs of Police.

Bennett has received many commendations and awards during his fifty-year police career, including the VACP "Medal of Valor," selection as one of the top ten Police Officers of the Year in 1985 by the International Association of Chiefs of Police and Parade Magazine, received the 19th Special Salute by the United States Chamber of Commerce (presented by President Ronald Reagan) and the Lynchburg Police Department's "Meritorious Service Medal."

Retiring from the Lynchburg Police Department in March 2008, Bennett joined the United States Department of Justice, Criminal Division, International Criminal Investigative Training Assistance Program (ICITAP) and served as the Senior Law Enforcement Advisor for ICITAP Pakistan, the Senior Law Enforcement Advisor for ICITAP in Bangladesh, Senior Law Enforcement Advisor for ICITAP in Mexico, and finally as Senior Law Enforcement Advisor with ICITAP Bosnia & Herzegovina and Croatia.

Bennett is a Hereditary Perpetual Member of the Military Order of the World Wars, Virginia Piedmont Chapter since 2018, where he serves as the Chapter Historian, the newsletter editor, and the Public Service/Law & Order Committee chair. He is a member of the MOWW's Information & Publicity Committee and the Public Safety / Law & Order Committee.

Bennett is a member of the Society of American Archivists.

In May 2022 he was awarded the "Silver Patrick Henry Medal" by the Virginia Piedmont Chapter. In May of 2023 he received the Chapter's "Certificate of Appreciation" and in June he was awarded the Chapter's "Outreach Service Medal."

In June 2019 Bennett was awarded a national "Exceptional Law and Order Service Award." In June of 2022 the MOWW's "National Citation for Exceptional Service" Award.

## ANNUAL REPORTS

### COMMANDER IN CHIEF | ANNUAL REPORT

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#### 1. General:

As shared in my Commander's Intent we would as a "Strong Team" change (transform) to advance as a well-known Veterans' Service Organization (VSO) where all veterans will join in service of our Youth, Community and Nation. I confidently share we have recognized our need to change, began our path by implementing and executing Strategic Plan 2023-2028, are moving to amend our Constitution in order to approve required changes and be ready to start a new operating year executing the changes "For the Good of the Order."

I have personally visited most of our Regions and have attested we are viable, operational, and advancing the Order's recognition in our purpose to grow and increase our capability and ability to execute our vision and mission in the understanding that we all operated within our scalable resources and capabilities. It is not about doing everything, but about doing within capabilities the outreach program which supports our intent to make a difference within our communities and society. We are certainly "Servicing other than Ourselves" in building a "Stronger America."

We surely have our challenges which are recognized and strategically discussed at all levels of leadership to overcome their impact in our operations and way ahead. We prove in every action our will and determination, as volunteers, to improve ensuring we continue as a trustworthy VSO.

We take our duty proudly. The commitment, teamwork and collective synergy combined with on-time follow-up and communications provides us with the ability and stability to sustain as a ready organization. We must recognize the tremendous efforts and completed work of the Strategic Planning Committee, the Membership and Naming Ad Hoc Committee, the National Youth Civics Summit Ad Hoc Committee, the Council of Area Commander's and certainly our Headquarters in supporting our initiatives and execution leading us to change. Included are our Outreach Program Groups, Region leadership and most important our Chapters in executing our plan and making things happen. Proven, it is all about leadership, commitment, service, and strong voluntarism.

Our Team is strong, our Order is viable, we are advancing to grow and proceed as a recognized VSO. Most important is our progress is constant and will continue "So help us God.!"

As stated in this year's convention theme: "Youth Leadership – Building the Next Greatest Generation."

#### 2. Oversight Responsibilities:

Senior Commander of the Order and the Chief Executive Officer (CEO) of MOWW, Inc. As such, the Chair of the MOWW, Inc.'s Board of Directors (BOD), also known as the Executive Committee of the General Staff (EXCOM).

Principal spokesperson for MOWW, a National Officer, and a member of the General Staff.

- a. Responsible for preserving and protecting the Order and its chapters, for ensuring the longevity of the same, and for growing the Order in terms of chapters and membership.

- b. Presides MOWW Annual Conventions, enforce compliance with the Constitution, Bylaws and Policy Manual, and perform such other duties as may be required.
  - c. Appoint chairpersons of each national committee—both standing and ad hoc.
3. **Assessment of progress toward achieving Strategic Goals:**
- a. At the 35,000 feet level the Order is executing its new Strategic Plan 2023-2028, its vision and mission considering scalable operations and capabilities. Regions and Chapters have implemented the Strategic Plan, adapting it to their Region and Chapter Action Plans. Each level of Command is now focusing on outreach programs as we ensure to advance as a well-recognized VSO. We are all proving by action our commitment to the implementation and execution of our Strategic Plan.
  - b. We are totally engaged in our SG #1 – Delivering high impact community outreach programs and activities. Again, recognizing our scalable capabilities. We focused on our prime program: “Youth.” All but one Region conducts strong Youth Leadership Conferences or Seminars impacting several thousands of students. For the first time this operational year we will conduct a National Youth Civics Summit (NYCS), moving the Youth Leadership program to elevate our recognition to the National Level.
  - c. We have expanded our impact as we have entered into new strategic partnerships (SG2). We have completed signed partnerships with Wreath Across America, Star and Stripes, The Military Coalition and National Sojourners, and we have solidified our agreements with AUSA and Pershing Rifle Group. Our new Outreach Program Manager, Jenna Thomas, is working on new arrangements as we continue our way ahead.
  - d. The HQs, Regions and Chapters are significantly improving our visibility through focused communication as we all increase publication of Newsletters and exposition of our business and outreach programs via social media. Our HQs and many Chapters are strongly working SG#3 – Increasing Visibility.
  - e. As we look at SG #4 and 6 – Growing Membership and Chapters continues to be a challenge, but we are now on the way to move to our most significant change in our history – membership reform to include all veterans. Expanding our membership population should equate to increasing recruitment, which should enable us to add chapters to influence other communities around the country. Tied to this goal is Succession which is key to our success. Succession continues to be a subject which we are always discussing but have not resolved. It is a fact at all levels of command.
  - f. We definitely need to recognize our financial deficit. We have experienced in these past operating years a low performance of our portfolio which has resulted in low Perpetual Membership dividends for the Chapters. We are now looking into increasing our revenues (SG #5) so we can adequately fund our Order and assist chapters in executing our outreach programs. We have now completed the process to operate a new 501(C)3 foundation giving us the ability to seek tax deductible donations and provide a new financial resourcing venue for the Order. Many

Chapters are now working on different initiatives that will provide an additional influx of funds to them. We certainly need to work out of the box to ensure our financial stability.

#### 4. Conclusions.

In conclusion, in my personal view, our Order is operational, viable and advancing as a well-known VSO where all veterans will join serving our Youth, Community and Nation. We meet, we communicate, we plan and execute our outreach programs respectively to our scalable capabilities. We are making a difference in the favor of our country.

We do have challenges. We know what they are, and we are working to overcome the same. It will take strong commitment, which we proved is our most valuable capability and ability. Throughout our history we have seen many challenges and we have worked through all of them successfully.

#### 5. Recommendations.

- a. As I have mentioned many times: “What you are not touching, will not happened.” I will add: It is not what you expect, it is what you check. We cannot underestimate the need to follow-up, and we cannot resent the process. Through follow-up we assess how we are, if needed reconsider any strategy and set our way ahead.
- b. We have mentioned many times: If it is not related to the Strategic Plan, you should most probably not be using valuable resources in doing it. We need to concentrate on what is advancing the Order’s recognition which will directly related to our ability to grow and expand.
- c. Relative to Succession, we need to ensure we have a solid workable plan which guarantees succession. Our leadership is key to our success. Double hatting cannot continue. The only way is to address it and commit not to have it.
- d. We recognize our financial resourcing instability. The Financial Committee and Board of Trustees need to look into this matter and reach consensus in a change of strategy to turn around that our investments produce the interest and dividends required to operate the Order.
- e. We should consider adding the NYCS Ad hoc Committee as a standing committee.

***It is Nobler to Serve, than to be Served!***

Víctor S. Pérez  
Commander in Chief & CEO, MOWW, Inc.®

## SENIOR VICE COMMANDER IN CHIEF | ANNUAL REPORT

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1. **General:** Under the expert leadership of CINC BG Victor S. Perez, the Order has continued to embark on a positive course towards modernization and brand recognition which in-turn has expanded our community outreach footprint. It has been a pleasure to not only serve with CINC Perez, but to also serve with my fellow VCINCs who have collectively shared my passion to continue moving the Order forward. I enthusiastically applaud our Order's Region Commanders who have worked so diligently to implement our *2023-2028 MOWW Strategic Plan* at the Region, Department, and Chapter levels: without their dedicated efforts, the rapid implementation of that plan would not have been possible. Though our Order is facing many challenges (many of which are delineated below under *Assessment of Progress Towards Achieving Strategic Goals*), I am confident that as we continue to move forward in a positive manner, long-term robust growth is not only achievable but attainable. In short, our Order has a rich 105-year heritage of service to our fellow veterans and to the community, and this mission is still at the forefront of our dedicated Companions' efforts. We have great people doing great things, and I am so proud of my fellow Companions and their selfless efforts: having said that, we need to do more by continuing to build and modernize the Order for generations to come.
  
2. **Oversight Responsibilities:** Region XIV, Strategic Planning Committee, and Membership Ad Hoc Committee.
  - g. **Region XIV.** Under the dynamic leadership of CDR George T. "Ted" Parsons, Region XIV is one of the most successful and thriving Regions in the Order. CDR Parsons is proactive, finds solutions, takes action to assist the Region's small number of struggling Chapters, and has been effective in broadening the Region's Community Outreach footprint. The Region's membership recruitment percentage is well above the Order's national average having recruited the highest total number of members. Ted has also served as the *Chair, Council of Area Commanders*, effectively providing advice and guidance to all Region and Department Commanders: he has been particularly instrumental in ensuring the implementation of the Order's recently approved *2023-2028 MOWW Strategic Plan* and revised Chapter/Region Annual Report formats.
    - i) **Capt Daniel J. Kash, USAF (Fmr).** The sudden passing of Captain Kash on April 3, 2024 reverberated throughout Region XIV. A member of the Maj Gen Pendleton (190) and San Diego (100) Chapters, as well as serving as the Department of Southern California Commander, all were deeply saddened by the passing of a true American patriot who faithfully served his country during Desert Storm/Shield: the former Air Force pilot joined MOWW in 2006, and his loss in the Region will be felt because his impact was selfless and notable. Dan had a deep passion for educating and recognizing today's youth, particularly as a member of the Board of Directors for the *San Diego Youth Leadership Conference*. Dan's life of service will forever be etched in our hearts, and his selflessness will inspire others for generations to come. Capt Kash was survived by his wife PCINC Capt Deborah A. Kash, USAF (Ret): the Order offers their heartfelt condolences to the entire Kash family.
    - ii) **Region XIV 2024 Annual Report.** A detailed analysis and assessment of Region XIV's progress to include Region/Chapter Strategic Goal Achievement can be found in the *Region XIV 2024 Annual Report*.



- h. **Strategic Planning Committee.** Details can be found in the 2024 Strategic Planning Committee's Annual Report.
- i. **Membership Ad Hoc Committee.** Details can be found in the 2024 Membership Ad Hoc Committee's Annual report.

3. **Assessment of Progress Towards Achieving Strategic Goals:**

- a. **Strategic Goal (SG 1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.** The majority of the Chapters throughout the Order have an active membership that is deeply rooted in community outreach, in particular our *Patriotic Education*, *ROTC/JROTC Recognition*, and *Scouting Recognition* programs. The outreach missions of our struggling Chapters tend to revolve around limited *Youth Recognition* as their primary focus and sole public exposure: the solution is fairly straightforward. Coupled with a comprehensive national publicity and marketing strategy, the Order requires an established robust community outreach focus that sets MOWW apart from other VSOs which in-turn requires more extensive involvement by Region Commanders and a proactive Region Staff to not only assist Chapters in the broadening of their outreach footprint, but to facilitate Chapter efforts towards establishing effective publicity and marketing of their Chapter outreach programs. The synergy that will be created between a broadened national publicity effort, as well as enhanced Chapter and Region publicity efforts, coupled with Chapters taking full advantage of the *MOWW Patriot Program*, is required to deliver high-impact community outreach programs and activities nationwide thus will attract today's generation of officers to become more involved in our community outreach programs: this will also have a positive effect on increasing overall MOWW membership.
- b. **Strategic Goal (SG 2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.** Thanks to the proactive efforts of *MOWW Chief of Staff*, Col Michael Farrell, the Order has aggressively established numerous alliances and strategic partnerships over the past year which have had a positive impact on our Order. We need to continue building and establishing alliances with not only key organizations at the National level but expand those alliances and partnerships at the Chapter level to include organizations that are unique to a Chapter's specific community. Region Commanders and their staff play a key role in assisting Chapters establish alliances that not only assist in MOWW brand recognition, but directly enhance Chapters' community outreach efforts. Establishing and utilizing alliances with other organizations and entities has become commonplace with all VSOs and has been identified as key to VSO effectiveness in today's environment: MOWW is no exception, and this needs to be a prime focus throughout all echelons of the Order.
- c. **Strategic Goal (SG 3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies, and local community engagement.** This is an area that is key to the long-term survival of Our Order. Our community outreach missions, alliances and strategic partnerships, "who-we-are-and-what-we-do", as well as the rich heritage since our founding in 1919, needs to not only become a central focus in national publicity and marketing efforts, but must also be part of a cohesive effort by all Chapters at the local levels, to include posting on websites, utilization of social media, and publicity/marketing tools such as brochures, publicity through *Officer Review*, local publications, Chapter information booths, etc. VCINCs and Region Commanders play a key role in assisting and training our Chapters, and this

includes establishing a cohesive comprehensive marketing/publicity approach throughout the Order. Furthermore, MOWW needs to establish additional sources of funding that is required for an enhanced and effective National marketing/publicity strategy: a local-level strategy is less likely to be effective if a strong well-funded National-level strategy is not established for Regions and Chapters to dovetail into. Finally, all Companions throughout the Order need to be able to effectively and passionately articulate what MOWW is and what we are all about, to include emphasizing our mission, taglines, rich heritage, and specific local community outreach focus: this includes all Companions being able to collectively articulate how everything we do and what we stand for as an Order relates to our cherished *Preamble to the MOWW Constitution*.

- d. **Strategic Goal (SG 4): Annually grow engaged and sustainable MOWW Membership.** Membership reform as well as a robust community outreach focus are also key to the future of the Order. The Order is not only currently suffering from a dearth of Companions willing to “step-up” and assume leadership roles at the Region, Department, and Chapter levels, but is also struggling to comply with our IRS-mandated 75% veteran-membership requirements, thus expanding MOWW membership-eligibility requirements is a necessary and appropriate step at this time: please refer to the *Membership Ad Hoc Committee Final Report (dated 8 Feb 2024)* which details the rationale for this much-needed Membership Reform. Additionally, the lack of a robust and publicized community outreach by many of our Chapters has impaired their ability to effectively recruit new Companions and consequently needs to become a point-of-emphasize throughout the Order as an essential membership recruiting element (please refer to aforementioned SG-1 narrative). Community outreach programs are the incentive for today’s generation of veterans to become involved in an organization like MOWW: in short, monthly or quarterly Chapter meetings can no longer be what defines us as an organization nor exist as a primary focus of Chapters’ overall recruiting efforts.
- e. **Strategic Goal (SG 5): Increase revenues ensuring adequate financial resources to fulfill the Order’s Mission.** The *Chief of Staff* as well as the *Board of Trustees* have been working diligently to find sources of increased revenues, especially in light of a downturn in overall *CINC Solicitation Donations* and additional revenues generated through the Order’s overall portfolio. An increased national budget, coupled with the need to expand our *National Publicity and Marketing* footprint, will require a continued cohesive effort to generate additional funding mechanisms. With the establishment of the *MOWW Foundation* as a 501(c)3, approved and authorized at *National Convention 2023*, robust community outreach programs can be funded, such as the first-ever *2024 National Youth Civics Summit*, thus in general, programs that parallel the parent MOWW effort. A synergistic approach between the foundation and the parent organization will have a positive impact on the Order’s overall financial model as the two entities work together to identify and establish parallel financial plans within the boundaries of a 501(c)3 and a 501(c)19 financial requirements and constraints.
- f. **Strategic Goal (SG 6): Increase the number of chapters and strengthen existing chapters.** Over the last decade, the number of Chapters throughout the Order has contracted, not grown: this trend needs to be reversed. Each of the aforementioned factors (delineated in the SG-1 through SG-5 narratives) have negatively impacted the Order’s overall Chapter growth. Cadres are the seedbeds of future Chapters, and until we aggressively tackle the aforementioned issues, our ability to establish new cadres will continue to be significantly impaired. Having said that, there have been numerous cases over the last few years where struggling chapters have grown and now have a robust community outreach footprint, increased membership, and engaged

enthusiastic Companions. These Chapters are a shining example of what we as an Order can accomplish, provided we are committed to serving, encouraging, and mentoring future leaders within the Order, and passionately touting the core values of MOWW throughout the community. These successes are a foundation from which the Order can build upon.

4. **Conclusions.** The *Preamble to the MOWW Constitution* defines the core values of our Order and is reflected in the efforts of our Companions who have collectively emulated our motto that “*It Is Nobler to Serve Than To Be Served.*” The Order has been on a steep three-year vertical climb towards modernization and brand recognition which in-turn has expanded our community outreach footprint, and over the coming years we must continue those efforts if the Order is to grow and thrive in our communities for decades to come: I am confident these positive efforts will successfully continue.
5. Recommendations. Delineated in paragraph 3 above.

FOR THE GOOD OF THE ORDER

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

## VCINC CAPT DOMBECK | ANNUAL REPORT

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1. General and Oversight Responsibilities: This was my second year as a VCINC of the Order. My oversight regions were Region VI, my new home region, and my old home Region, Region VIII. I was a member of the MOWW Strategic Planning Committee, and Chair of the Naming Ad Hoc Committee this past year. And I am also a member of the General of the Armies Pershing Award Working Group. I participated in the MOWW Top-8 working group once again, and EXCOM meetings, teleconferences, and virtual meetings during this past operational year. I also participated as a member of the National Youth Civics Summit (NYCS) Ad Hoc Committee.

I attended both regions' Fall Zoom conferences and the in-person regional conference in the Spring of 2023 for Region VI in Sun City Center, FL. Since I was very familiar with Reg VIII and its chapters, I spent my visits this year in Region VI. I visited the Northeast Florida Chapter this past November, along with the Sun City Center Birthday Banquet Meeting in February and participated as a guest instructor for the Sun City Center YLS also in February this year. I finished the year attending the Puerto Rico Chapter Installation and Awards Dinner in June. I had the distinct honor and privilege there to recognize an outstanding energizing companion of the Order. I awarded the Gold Patrick Henry Medallion to Col Adolfo Menendez, outgoing Chapter Commander.

2. Assessment of progress toward achieving Strategic Goals & Recommendations:
  - a. Region VI: The region is commanded by Adalberto Rivera. He assumed his duties in October of 2023, after then REG VI Commander, Charles (Charlie) Conover, assumed the duties of the Sun City Center Chapter, whose commander had to resign due to medical issues. Under LTC Conover's two years, and now under Col Rivera, the region continues to be a very engaged, thriving and successful region overall.
    - 1) The Region is engaged in all 7 of the MOWW's Outreach programs, with the heaviest emphasis on our youth programs. This past year, the Florida Youth Enrichment Foundation (a 501 C- 3, organization) was resurrected by Florida Department Chair, Steve Hodges, and other interested adults, to oversee MOWW Youth Leadership Conferences (YLCs) within Florida. They held their 1<sup>st</sup> YLC (in over 4 years) in July 2023 and are planning another for September 2024. This is a big positive step forward for YLCs in Florida. It is hoped that with this upcoming YLC and future ones, all chapters within Region VI will be able to fund students to attend. The Region has also taken a leadership role within the National Youth Civics Summit ADHOC Committee and the Summit itself. 6 region companions sit on the committee, and 4 of those companions will also be chaperones at the NYCS in July 2024.
    - 2) The five engaged chapters within Region VI (not including Space Coast and Fort Walton Beach Chapters) are all involved in some way with establishing and/or growing alliances and partnerships with other veteran organizations, whose goals align with ours.

One recommendation for all regions and chapters is to not just pursue relationships with veteran service organizations but look to expand to civilian organizations such as the DAR, SAR, school districts, youth ministry programs at churches, and home school cooperatives.

- 3) What I have noticed in my 11 years in the MOWW, is that chapters which use some sort of social media, regular easy-to-read newsletters (with an expanded recipient list of community leaders, and leaders in other social service organizations, etc.) get to know the community media with media releases, and invites to MOWW events, (especially those where awards to public servants, and youth are taking place) are also the chapters that are increasing their membership, and participation from the chapter companions.
  - 4) Region VI - Again, the five engaged chapters within the region are all over 100% of their recruiting goals for the year. These chapters meet regularly, and communicate regularly to their companions. I believe that SG3 and SG4 are related, as I mentioned above. Now, what will help all of us is that just as HQs produces a monthly Order, Region and Chapter recruiting report, it will help regions and chapters measure how they are doing with individual companion-sponsors of new members, and the percentages of regular veteran and hereditary members who have renewed their membership, along with the percentage of regular members who have upgraded their memberships to perpetual.
  - 5) Fund raising for many chapters is a new experience, but as seen with the past two years of decreased perpetual membership dividends, chapters and now the region sees the need to fund raise. With the resurrection of the Florida Youth Enrichment Foundation, they are looking to organize a golf tournament in the next year to raise money for YLCs.
  - 6) Reg VI is exploring relocating the non-performing Fort Walton Beach Chapter to the Panama City area, where two engaged companions have relocated, and are living in a community with a substantial and active veteran population. As for the Space Coast Chapter, the Region will develop a course of action to improve the performance of the chapter.
- b. Region VIII- Charles (Chuck) Daniels (the then Deputy Region Commander), and former Texas Department Commander, assumed the duties of Region VIII Commander in November of 2023, after then Reg VIII Commander Jacques Loraine, had to resign due to critical medical issues. Michael Belcher, remained as Texas Department Commander, and Kelly Zachgo, continued as the Oklahoma Department Chair, overseeing the Oklahoma chapters, and the Eisenhower Chapter in Topeka, KS.
- 1) Region VIII has a very robust YLC program with 4 YLCs conducted every year since 2021, with all the OK, and TX chapters participating. The Eisenhower KS chapter has been invited every year but chooses not to participate. It's a shame because the chapters who have multiple students who participate, showcase those students at either receptions or chapter meetings, so that companions, and prospective companions can hear their testimonies. These experiences have proven very successful recruiting and fundraising endeavors for the Region VIII Chapters which made them happen. I offer this recruiting and fundraising idea to all chapters and regions who host YLCs and YLCs. Take advantage of the students who you funded and let them share their experiences.
  - 2) As far as alliances and partnerships, the most creative program demonstrated within the region is what the Dallas Chapter created. They have done an outstanding job of partnering with likeminded organizations, the Navy League, the Jewish War Veterans of the US, and the Air Force Association in the Dallas area. This is their 3<sup>rd</sup> year to hold quarterly lectures entitled 'National Defense Briefings- Critical Security Issues'. This is not only an exceptional

way to partner, but the Dallas Chapter has also used these lectures to fundraise for their outreach programs. Over these past three years, it has been a very lucrative fund raiser for all four organizations, and a byproduct has been the recruiting that has come from the events.

- 3) What I have noticed in my 11 years in the MOWW, is that chapters which use some sort of social media, regular easy-to-read newsletters (with an expanded recipient list of community leaders, and leaders in other social service organizations, etc.) get to know the community media with media releases, and invites to MOWW events, (especially those where awards to public servants, and youth are taking place) are also the chapters that are increasing their membership, and participation from the chapter companions. If you feel like you read this before, it is because you have above with Region VI. I strongly suggest that Region Commanders revisit their chapter assessments and redo them using their End of Year CARs. Find the chapters that are exceeding expectations, in one or more of the six strategic goals, and showcase what and how that chapter is doing that goal.
- 4) Overall this has not been a good year for recruiting in Region VIII. Only two of the regions 12 chapters have reached or exceeded their recruiting goals. 5 chapters have recruited no one, and the rest are either at 50 percent of their goal, or below. The trend over the past 4 years in Region VIII had been upward, from 33 % in 2020-2021, to 54 % in 2021-2022, to 65 % in 2022-2023, and this year 2023-2024 the recruiting % for the region has gone down to 45% overall. I am not sure if there's an easy answer to why the percentage has slipped this year. This will be an issue that the Region Commander, staff and Chapter Commanders will have to tackle in the coming year.
- 5) The Dallas Chapter, as mentioned above, has developed a unique and very productive way to fundraise and conduct community outreach programs all at the same time. Now, Dallas Chapter is a very large chapter, with many resources of money and people. What they have been able to do may not be feasible, or possible for the region's smaller chapters, but I would suggest that the chapters use the Dallas chapter model and see if they can take what Dallas has done and adjust it to the size and scope of their communities. I would also recommend the Region VIII staff work with chapters who are interested in such a community outreach-fund raising endeavor, and develop a tutorial based on the Dallas Chapter National Security Seminar model) for those interested chapter that is scalable for small and medium chapters to emulate. Of course, chapters throughout the Order may want to take advantage of what the Dallas Chapter has devised.
- 6) Region VIII has 4 out of the twelve chapters that are in great need of strengthening. These chapters are stagnant, not growing, aging out, and having difficulty with succession planning for the leadership of their chapters. These chapters need extra attention of the region staff to help them create realistic growth plans. It may take more than a year, but growth can be measured using the Order's Strategic Plan. As far as growing new chapters, with the National Convention of the MOWW proposed to be held in San Antonio, TX in 2026, the Region has a golden opportunity to reestablish a MOWW presence in San Antonio (Military City USA), to create a cadre there to assist in Convention Planning, and to bring back to San Antonio the community outreach programs of the MOWW.

3. Conclusions: Thank you to the Region VI and VIII Commanders and staff for your willingness to step out of your comfort-zones and try new things. You gave so much of yourselves to your own chapters, your regions, and of course to this great Order this past year. To Adalberto and Chuck, thank you for saying yes to leading your regions and serving your regions.

It also has been a distinct pleasure to serve for two years as a VCINC with such an impressive group of fellow VCINC's, our Chief of Staff, our CINC, and our IPCINC. I have learned so much from each of you, thank you for your leadership, and most of all your friendship.

Finally, to those of you who will be elected at our upcoming 2024 National Convention, please continue to work hard toward our lofty strategic goals, modernizing our great Order, and expanding our community outreach across this great country.

FOR THE GOOD OF THE ORDER

Deborah A. Dombeck, CAPT, USCG (retired)  
Vice Commander in Chief, MOWW

## VCINC CAPT GANTT | ANNUAL REPORT

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### 1. GENERAL

Following the elections held in August, CAPT Gantt was assigned VCINC supervisory responsibility for MOWW Regions IV and V. This included the four Chapters in the National Capitol Region of Washington, DC, Northern Virginia and Maryland; four Chapters in central and southern Virginia; three Chapters in Georgia, two Chapters in South Carolina and two Chapters in Tennessee. Within the two Regions, there is a fairly wide range of Chapter size as well Chapter activity. Half of the Chapters are doing well, a few have done very well in the current operating year, and we have a small number of our Chapters in the two Regions that are struggling. From my perspective, the Chapters that are doing very well are those who meet regularly, who communicate with their Companions and appear to have emerged from the COVID-induced isolation of a few years ago. I consider Northern Virginia, Augusta, Gen Meade, Atlanta, Prince George's County and Lynchburg to still be at the forefront of our Region IV and Region V Chapters in terms of activity and recruiting.

The next tier of Chapters is constantly putting pressure on the leaders to make space for them among the leading Chapters. Our Yorktown Chapter, once again, has been a steady Chapter, particularly with their successful American Independence Youth Leadership Conferences held at the 4-H Camp in Jamestown, Virginia. In Roanoke, Virginia, we saw what success could be with an infusion of enthusiastic leadership. The Roanoke Chapter was slowing down and showing signs of inactivity, perhaps exacerbated by the COVID pandemic, but today, they are very functional and active once again in the Roanoke community.

We have some work to do with regard to our other Chapters. In some instances, the Chapter is active in their respective community, but it may be the efforts of one key Companion and after completion of a Chapter activity, the communication to the Region is sketchy, leaving one to guess as to the regularity of Companion involvement. We have some challenges, of course; they are not insurmountable, fortunately.

### 2. SPECIFIC VCINC ACTIVITY DURING THE OPERATING YEAR

During the MOWW Annual Convention in Annapolis in August 2023, CAPT Gantt presented the plan for MOWW's inaugural Youth Civics Summit, to be held in July 2024 in Washington, DC. The plan received MOWW support from Companions in attendance, from the Youth Enrichment Foundation, and from the MOWW EXCOM. From that point forward, the next months were focused on development of a plan that could be executed within 11 short months from that date of approval.

CAPT Gantt participated in the centennial year events as MOWW's representative to the American Battle Monuments Commission. The American Battle Monuments Commission is an agency of the Executive Branch of the federal government, established by Congress in 1923 to be the guardian of America's overseas commemorative cemeteries and memorials and to honor the service, achievements and sacrifice of U.S. armed forces. The ABMC administers, operates and maintains 26 permanent American military cemeteries and 31 federal memorials, monuments and markers which are located in 17 foreign countries, the U.S. Commonwealth of the Northern Mariana Islands, and the British Dependency of Gibraltar. Most of these cemeteries and memorials commemorate the service of Americans during WWI and WWII.



On Veterans Day 2023, the American Doughboy Foundation held a large commemorative service a few yards from the White House that included a wreath laying ceremony at the World War I Memorial, Washington, DC. CAPT Gantt represented MOWW and laid our Order's wreath just a few steps from the statue of General John Pershing.

Invited to return to Fort Des Moines Museum and Education Center by the Museum Director, MOWW Companion LTC Matthew Harvey, CAPT Gantt was featured as the speaker, Des Moines, Iowa Massing of the Colors, held in November 2023. That visit included speaking events at two Des Moines area high schools.

Along with Col Bill Townsley and Ms. Jenna Tomas, CAPT Gantt attended the Second Annual Jack Miller Center Civic Education Summit, Philadelphia, PA, November 2023. As a result, he was invited to serve on the Jack Miller Center National Civics Council representing MOWW. As the Jack Miller Center described the Council, it "is a recently formed group of leaders in the fields of education, business, philanthropy, and public service who will serve as a kind of brain trust as we do our part in the movement for civic education." The group will meet three times per year and hold a dinner prior to the annual Jack Miller Civic Education Summit in November.

MOWW Representative to the Homecoming 250th Planning Committee, a gathering of veterans' organizations and business leaders who strongly support our veterans. Their focus is centered on the Philadelphia area and the roles played by key figures in our history that led to the creation of both the U.S. Navy and the U.S. Marine Corps in 1775. The committee is planning a number of events in the Philadelphia and Southern New Jersey area during the fall of 2025 to celebrate the 250th anniversary of both services.

Award presentations:

- Presented MOWW awards at North Carolina State University Air Force ROTC
- Presented MOWW awards at University of Maryland College Park Air Force ROTC
- Presented MOWW awards at George Washington University Navy ROTC
- Attended the Howard University Army ROTC Commissioning Ceremony for the newly commissioned officers in the class of 2024
- Presented MOWW awards at Dr. Henry A. Wise High School Air Force JROTC, Upper Marlboro, MD
- Presented MOWW awards at Paul Laurence Dunbar High School Army JROTC, Washington, DC

### 3. SPECIAL THANKS TO REGION AND DEPARTMENT COMMANDERS

First, this operating year could not have been as successful without the extraordinary leadership of Region IV Commander, Brig Gen Art Morrill. He came out of retirement and took on the daunting task of Region Commander responsibilities during this past year. His in-depth knowledge of MOWW history, policies and procedures was welcomed, especially among the new Chapter Commanders. General Morrill has announced his intentions to return to retirement status, but I am absolutely convinced that he will remain very active in our Order for years to come. I offer my deepest appreciation for the leadership, guidance and support General Art Morrill has provided to me personally, and to MOWW.

In Region V, CPT James Brady, MD, began the year while still employed and having to divide his available time between his daily professional duties and the demands of MOWW. He successfully navigated through the first half of the operating year and now retired, has put all of his energy into leading the Chapters in Region V to a great start for out next operating year, one that is sure to demonstrate much greater activity and recruiting from those few Chapters who have been relatively quiet lately. Thank you, CPT Brady, for your diligence and expert leadership of Region V.

Two Department Commanders have announced their retirement from their duties over the past few years. Lt Col Sheldon Goldberg and LCDR Joel Kramar have guided me personally since the 2019 time frame and through the pandemic years. I have relied on their advice frequently and. Although they will soon retire from their Department Commander positions of the National Capital Area and Southern Virginia respectively, I will continue to seek their advice. Thank you, Lt Col Goldberg and LCDR Kramar for pointing me, sometimes pushing me, in the right direction.

FOR THE GOOD OF THE ORDER

CAPT Edward W. Gannt, USN (Ret)  
Vice Commander in Chief, MOWW

## VCINC LT COL RUIZ | ANNUAL REPORT

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### 1. Oversight Summary:

I express my humble personal gratitude once again for the opportunity to have served the Order during my third tenure as VCINC. During the 2023-2024 operating year (OY) I provided oversight services to Region VII (along the southeastern Gulf Coast and Midwest central interior) and Region XIII (along the entire vast southwestern CONUS geographical area west of Texas up to but not including the state of California). Reference further regional operations information in the National Directory publication, on pages 22-23 for Region VII and pages 27-28 for Region XIII. As has been my personal challenge for each OY, I strive to gain as comprehensive and thorough a geographical and operational site picture of the regional areas entrusted into my care as may be possible in a twelve-month's time VCINC tenure Tour. It is with this gained personal knowledge that I am happy to report a shared and gratifying OY, serving alongside all the wonderful fellow companions I have worked with throughout this year, along with the marvelous and invaluable capable support staff at HQ MOWW. This annual report covers the highlights of our collective partnership and interactions with fellow commanders, support staff and fellow companions of the regions and subsequent chapter and satellite field operational contacts and the fine fellow companion committee members I was privileged to collaborate with on special projects of critical importance to our Order.

### 2. Assessment of progress toward achieving Strategic Goals:

SG-1 Consistently develop and deliver attractive, and high-impact community outreach programs and activities. The six chapters in Region VII continue to struggle with meeting their designated recruitment goals. While four of the six chapters have been able to make recruitment gains achieving 50% or better for the OY, the efforts are offset by the two remaining chapters not able to recruit at all for a total SG-1 performance effort of only 17% regionwide. The seven chapters in Region XIII have had better operational results with four of the seven chapters having either achieved or surpassed their designated 100% recruitment target for the year with two chapters recruiting gains only at 33% or lower and one remaining chapter having recruited no new fellow companions this OY. Even with this improved recruitment effort the region finds itself at only 54% total recruitment gains at the time of the writing of this report. While it is premature to determine the overall impact of the gains or detractors due to outreach (as depicted in ANNEX-B metrics, Attachment 4 SG-1) what is already evident is that the accelerated rate of fellow companion aging out, along with the inability to effectively replenish membership vacant ranks with younger companions who are better suited to cope with the anticipated rigors relating to outreach engagement, has degraded both local chapter ability to meet its OY recruitment goals (even under the best of recruitment circumstances) and to effectively offset the added annual challenge of anticipated mounting natural membership attrition considerations which constantly detract for any gains made throughout the OY.

SG-2 Expand our impact through alliances and strategic partnerships with organizations that align with our mission. There is a noticeable disparity between Region VII and Region XIII when it comes to gains achieved in SG-2 performance. While Region VII strives to preserve a more traditional internal local operational climate – where chapter MOWW operations focus on internal activities and events inviting external fellow veteran partners, Region XIII takes on a more interactive approach to activity and event planning – where most activities and events present a collaborative arrangement between two or more veteran community partners. Today's veteran service organization requires a collective group effort – where all parties have a personal stake in the successful outcome of each planned activity and/or event.

This approach requires continuous relationship-building attitudes and exchanges throughout the local veteran community VSO and supporting civic group collaborative partners. HQ MOWW revised and updated formal partnership arrangements; however, the lesser field operational local relationships remain in their planning infancy.

SG-3 Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement. Once again there are two different approaches to how each region addresses and manages this strategic goal and the expectations implied. While Region VII defines communication in a more traditional generic informational role – applying communication to local chapter activities and event planning considerations like announcements and event fliers, Region XIII provides a broader application of general communications across the board which incorporates a slew of combined information mediums and marketing packages modified for specific target audiences and groups. This is where one might see chapters using traditional email exchanges and limited local media press release announcement versus any expanded regional or national information marketing campaign planning effort. In both cases, SG-3 effectiveness depends on available resources, funding and expertise which are all in their infancy at the moment – as the HQ MOWW recently began such outreach considerations for the first time ever this past OY and regardless of the growing available online Order tools aimed at encouraging expanded communications use, given the current senior Order populations most available capabilities continue to be underutilized by the general fellow companion membership demographic. Noticeable change in this situation will only change with time for younger membership to take root.

SG-4 Annually grow engaged and sustainable MOWW membership. Both Region VII and Region XIII are fully aware of the efforts and capabilities offered by HQ MOWW which address all four desired ANNEX-B metrics objectives. While tracking current trends in Order membership retention rate has yet to mature enough to become an effective analytical tool, HQ MOWW concerted efforts in establishing and communicating the criticality of proper chapter operational IRS 501c19 veterans membership percentage (75% vs 25%) compliance, the revamping of desired annual recruitment goal considerations to stimulate organizational growth, and infusing annual recruitment campaign planning are all on the “up-swing” at all operational levels of the Order.

SG-5 Increase revenues ensuring adequate financial resources to fulfill the Order’s mission. Analyzing this strategic goal and its associated ANNEX-B metrics objectives continues to be illusive. While gauging Region VII capabilities is not clear, Region XIII is noticeably clearer to identify and track for desired effect. Region XIII local chapter operations are not only financially self-sufficient currently, because of the purposeful decision years ago to actively identify and court potential grant funding sources and donors but have also continued to build upon those pivotal relationships permitting donation funding increases through the years to help offset rising operational costs. HQ MOWW has also undertaken similar initiatives to search for potential funding leads which may bear fruit in the short-term, but the Order is still in its early years of self-sufficiency development and any gains in this corporate area only benefits higher headquarters operational sustainment now. Local chapters still have the responsibility to do their own due-diligence to establish their own optimum fundraising leads or risk insolvency – if only continuing to depend upon national perpetual and memorial membership annual dividend payout funding as a sole source of operational income. The Order CINC Solicitation Campaign has also failed to meet its designated annual funding goal these last few years, which may be an indicator of troublesome times to follow.

SG-6 Increase the number of Chapters and strengthen existing Chapters. While local chapter operations comprise the bulk of our Order “boots on the ground” local community support and engagement Operations & Management (O&M) organization model philosophy, it continues to be to confining to allow for Order varied public engagement in less traditional corporate exposure environments. Region VII adheres to the more traditional established local chapter rubric of operations, where Region XIII (given the vast southwestern territory supported) has refined its operational model to engage the public on its own terms of preferred interaction and ever-changing involvement landscape with VSO partners. By providing an operational model that lends itself to constant anticipated change, the Order benefits from a nimbler public engagement strategy – one that is readily adaptable for communications, corporate marketing, and opportunistic partnership development. The Region XIII engagement model provides an “end-user” centric approach where negotiated needs result in suitable satisfactory beneficial arrangements that meet all needs and expectations.

### 3. Conclusion.

As is most often the case with all enduring organizations and enterprises; administrative, operational, and managerial reform is an integral part of corporate existence, evolution, and growth. The Order is no different. During its first century of operation, the Order underwent needed change and modifications to its policies and managerial processes. Such will be the case with its corporate structure and mode of field operations, in the years to follow. At the end of the day, a corporation must put at the forefront of its purpose its relevance in terms of customer attraction and services. To ignore self-actualization opportunities is to literally “die on the vine” as they say. Developed projects and initiatives by the Order explore new leads relating to services, streamlining its operations, and refining public forum perception. The Order must now equally focus on identifying a suitable corporate behavioral climate and platform that will inevitably determine its ability to attract desired talent, launch capabilities, retain membership, and allow its secured growth and longevity in the current century.

### 4. Recommendations.

There are great ideas currently implemented by regions that work well for their current operations and situational circumstances. While one should never assume that a “one size fits all” strategy is the indicated path, it is certainly worth the effort to identify successful adaptable practices that may be helpful to struggling sectors of the Order that are readily modifiable for their successful implementation. The R-13 “center-of-gravity” operational approach and “end-user” centric engagement philosophy are but just two examples. While maintaining traditions is of paramount consideration, particularly for those organizations such as the Order that have built their long-standing military heritage reputation and an inherited proud service legacy, it must also gain an acute sense of situational and self-awareness of what is most important – its mission. The Order’s mission defines not just who we are and where we came from but also what we stand for. The tangibles in defining the Order must not ever get diluted nor compromised. Our mission is one of popular public acceptance and relevant purpose. Now more than ever before, we must ask can our Order define itself and its purpose in the eyes of a nation in need of what we offer? Will we be ready when the clarion call comes.

FOR THE GOOD OF THE ORDER

MARLON RUIZ, Lt Col, USAF (RET)  
Vice Commander in Chief, MOWW

## VCINC COL LOREN A. WEEKS | ANNUAL REPORT

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1. **General:** The overall health of the Order at the Chapter level is improving as it enters its third year of a generational transition post pandemic. Great strides have been made to modernize the Order's operational focus to attract Post 9/11 veterans. The implementation of the 2023-2028 MOWW Strategic Plan at the Regional and Chapter level has brought focus to the community outreach missions. Pre-pandemic levels of activities have returned for many chapters albeit with fewer active companions. The local chapter's overall health is a bellwether of the Order's future growth.

2. **Oversight Responsibilities: Regions I, II, and III**

Region I. Under the proactive leadership of the Regional Commander, COL Lawrence Willwerth, the seven chapters in the five Northeast states work as one. Constant and continuous inter regional communication has allowed for the execution of a regional YLC and overlapping JROTC/ROTC support. With only one chapter 'at risk,' the collective works to strengthen and support the companions of that chapter. The re-establishment of the Connecticut chapter continues with the support of the New York, COL Roosevelt Chapter. A detailed report can be found in the Region I 2024 Annual report submitted by COL. Willwerth.

Region II. Steady membership growth centered in the Chicago Chapter along with multiple YLSs and Massing of the Colors highlight the regions OY. Baseline operations have returned the five chapters of the region. The veteran outreach mission in both Illinois and Kentucky has expanded by the individual efforts of motivated companions. A detailed report can be found in the Region II 2024 Annual Report submitted by BG Estes.

Region III. With the focused leadership of COL. Joe Kirlin, all five chapters have recruited at least one new companion. Increases in the veteran percentage and above average recruiting operations, the region has no "at risk" chapters. The region and the Philadelphia chapter stand ready to host the 2024 National Convention. A detailed report can be found in the Region III 2024 Annual Report submitted by COL. Kirlin.

3. **Assessment of Progress Towards Achieving Strategic Goals:**

- a. Strategic Goal (SG 1): Consistently develop and deliver attractive and high-impact community outreach programs and activities. With the return to pre-pandemic operational levels for most regions and chapters, delivery of quality outreach programs is critical for the survival of the Order. Expansion of Youth Leadership Development programs such as YLC/YLS, JROTC/ROTC and Scouting will help underserved communities the most. Opportunities to support ROTC cadre and Scouting leaders, beyond award and recognition events, build long term relationships and trust.
- b. Strategic Goal (SG 2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission. Positive strides have been made at the national level to increase the visibility of the Order and attract interest in our primary mission of youth leadership development. Alliances with Veteran Service Organizations such as the AUSA and Wreaths Across America create opportunities at the regional and chapter levels to fully integrate our outreach missions with partner VSOs. Each region and chapter must find local partners to integrate into its

preferred outreach mission. It is also important to remember that local partnerships require a level of give and take from both parties to achieve success.

- c. Strategic Goal (SG 3): Increase visibility of the Order at the national and local community levels throughout focused communication, marketing strategies and local community engagements. The nesting of communication and marketing efforts from national to chapter level is critical to increase membership and attract funding. The implementation of the 2022 Social Media Playbook has helped many chapters grow an online presence and highlight their outreach missions. Growth in this area is slow but has shown improvement. Chapters such as Puget Sound and Northern Virginia have been highly successful in creating an online presence and should be emulated.
  - d. Strategic Goal (SG 4): Annually grow engaged and sustainable MOWW Membership. The establishment of robust community outreach programs at the chapter level are key to the survival of the Order. To grow we must be seen and bring value to the ones we serve. Only then can we attract the Post 9/11 veterans.
  - e. Strategic Goal (SG 5): Increase revenues ensuring adequate financial resources to fulfill the Order's Mission: Within the Order, a financial resource imbalance is present between large and small chapters. The large chapters have built over the years the financial means to support its chapter and regional outreach missions. The small chapters struggle to fund its limited operations through mostly the reliance on yearly PM funding. The recent establishment of MOWW Foundation as a 501(c)(3) is a positive step into funding national incentives but it has little impact on the chapter's ability to deliver local outreach programs. It is important to continue the effort and make similar financial mechanisms available that support the region and below outreach missions for the long term.
  - f. Strategic Goal (SG 6): Increase the number of chapters and strengthen existing chapters: Communication and coordination within chapters have increased due to the adoption of technology. The mainstreaming of hybrid meetings within chapters has allowed for greater connectivity and operational focus. Chapters overall have been strengthened by the adoption of technology as well as allowed for greater operational reach. This is evident with chapters such as the Granite State Chapter and the future Connecticut chapter.
4. **Conclusions:** The Operating Year has been very successful and the transition to the outreach mission focus is progressing. The Order has shown an amazing resiliency in its ability to restart operations. Chapters have adapted well to the 2023-2028 Strategic Plan. I am confident that a modernized Order will continue to grow and thrive.
5. **Recommendations:** All recommendations have been outlined in paragraph 3 above.

FOR THE GOOD OF THE ORDER

Loren A. Weeks, COL, USA (ret)  
Vice Commander in Chief, MOWW

## CHIEF OF STAFF | ANNUAL REPORT

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1. General: The MOWW Headquarters entered the Operating Year (OY) with the below objectives;
  - a. Finalize and publish the MOWW Strategic Plan – Implementation Plan, Annexes A & B
  - b. Professionalize, promote and assist the seven Outreach Programs
  - c. National Youth Civics Education Summit
  - d. Establish the MOWW Foundation
  - e. Focus Outward
    - Renew Connections and Affiliations with “partners”
    - Connect with other “like-minded” organizations.
    - Meet / Connect with VSO leaders.
  - f. Advertise / Promote the Order
  - g. Increase Revenue from All Sources
  - h. Recruit 34 Companions per month = 408 Annually
  - i. Improve Social Media
    - Increase FB followers to 1000
    - Increase LinkedIn Followers to 500
    - Minimum of 1-3 posts per week
2. Financial Management. The MOWW Operating Year (OY) is 01 July - 30 June of the following year. The Fiscal Year (FY) is 01 Jan – 31 Dec. MOWW financial planning, budgeting and execution is accomplished based on the FY. The Order’s financial position at the close of FY 2023 is represented in the enclosed audited financial statements.
  - a. Annual Audit. An independent accounting firm, Dunham, Aukamp & Rhodes, PLC, Certified Public Accountants conducted the annual audit of the Military Order of the World Wars, Inc. financial statements for the year ending 31 Dec 2023 and 2022. The Order received a “clean audit” in that the financial statements referred to above present fairly, in all material respects, the financial position of The Military Order of the World Wars as of December 31, 2023, and 2022. The Audited Financial Statements are included as an enclosure with this report.
  - b. The overall financial position of the Order is sound. The Order has seen moderate increases in membership dues, online store sales and contributions while holding the line on spending increases. The Order benefited from a VADM Dyer Trust donation of \$105,000. MOWW Companions and Chapters stepped up to provide approximately \$30,000.00 in donations to support the National Youth Civics Summit. The Order remains overly reliant on funding from the



Order's Investment portfolio to cover operating expenses. This over reliance on income concentrated in a single source places the Order at a higher risk. The Order must continue its effort to diversify its revenue sources to lower the associated risks. Opening the Order's Membership criteria to a larger pool of eligible members remains a viable option to address this shortfall.

3. Membership.

- a. MOWW Strategic Goal 4 (SG-4) requires the Order and its chapters to annually grow the Orders membership. The EXCOM established recruiting goal for OY 2023 was set at 408 Companions. The Order has recruited 282 new members this operating year. While the Order did not meet the OY 2023 recruiting goal, we did recruit the highest number of new recruits since prior to 2016. Twenty-two (22) chapters met or exceeded their recruiting goal (28.95% of the Order) in OY 2023. There were 19 chapters that did not recruit a new member. The weekly and monthly recruiting reports are posted on the MOWW Website.
  - b. Recruitment and retention of Regular Members is critical for the Orders continued survival and the achievement of our Strategic goals. The Orders regular member retention rate was 87% in OY 2023. Our average over the last five years has been 86.6%.
  - c. The Order, as a 501(c)(19) veterans organization must maintain a membership composition of at least 75% past or present members of the US Armed Forces. Each chapter is responsible for maintaining the 75% Veteran membership standard. As of 31 May 2024, the Order stands at 75.2% with just 40 chapters above the standard. The Order's focus on the requirement has proven effective in increasing the number of veteran members over the previous year.
4. MOWW Store. The MOWW online store recorded revenues of \$85,895.00 in Fiscal Year 2023. Net store revenue was \$29,524.00. Store sales have returned to pre-pandemic levels. Store sales revenue in the first two quarters of FY 2024 have shown an increase other the same period in FY 2023. However, all online store items prices were increased effective 01 Jan 2024. A review of FY 2024 sales volume on individual store items shows a slight decrease or flat sales when compared to the same period in FY 2023.
5. CINC Solicitation. The OY 2023 CINC solicitation ended on 30 June 2024. This year the Order fell short of the \$100,000 goal by approximately \$12,000, receiving \$88,510.00 in donations. The Order received 919 donations from 573 individual donors. Additionally, MOWW received \$24,000.00 in donations to support the National Youth Civics Summit. The Order's leadership is immensely proud of the generosity and leadership our Companions displayed this year.
6. BG BULTMAN (HEADQUARTERS) CHAPTER (122). The BG Bultman Chapter utilized the P&M Dividend funds to support the HQs operations, MOWW outreach program awards and provided direct support to MOWW chapters.

- a. The BG Bultman Chapter provided direct support to ROTC and JROTC units by funding \$4,968.94 for awards, medals and certificates. The following outreach recognition programs were supported:

- Girl Scout Gold Award Certificates 31
- BSA Certificates 62
- JROTC Medals & Certificates 61
- ROTC Medals (Gold, Silver, Bronze) 60

7. The follow list of Operating Year 2023 MOWW headquarters accomplishments:

- a. MOWW's Outreach Program Manager took charge of the MOWW Social Media presence on Facebook and LinkedIn as well as establishing a new Instagram account. The MOWW Instagram is linked with the National MOWW Facebook page.

- Facebook Group Members: 322 (+125 since 01 July 2023)
- Facebook Company Page: Likes / Followers: 126/215
  - Reach: 451.1k ↑ 627.7% (since 01 July 2023)
  - Added 136 Followers ↑ 147.6% (since 01 July 2023)
- INSTAGRAM Followers: 107 (Added 17 Nov 2023)
  - Reach: 365 ↑ 100% (since 01 July 2023)
- LinkedIn Page Followers: 504 (+155 since 01 July 23)
  - Content: 301    Comments: 18    Reposts: 14
  - Visitors: 775    Unique Visitors: 462    Custom Clicks: 17

- b. The MOWW Membership director developed and launched the MOWW Online Community utilizing the Order's Association Management System from ToucanTech. The Order's Large Chapters were the first to be set up in a new section of the system called the E-Chapter Hub. The E-Chapter Hub is designed for the chapters to utilize the features of the platform directly for their chapter including, but not limited to, the email blaster, so the chapters do not have to maintain their own email address list. The next step in the plan will be to bring in the medium and small chapters during OY 2024.

- c. Wreaths Across America Partnership. MOWW signed a Memorandum of Understanding (MOU) with Wreaths Across America. This partnership aims to enhance our respective missions, programs, services, and collaborative efforts. MOWW Chapters will have the opportunity to raise funds as WAA Sponsorship Groups.

- d. National Sojourners Resolution of Cooperation. MOWW signed a revised resolution of Cooperation with the National Sojourners updating a formal relationship established over ten years ago.
- e. Stars & Stripes. MOWW established an affinity partnership with Stars & Stripes. Stars and Stripes has been on the front lines reporting the news and stories impacting the military community for more than 80 years. MOWW Companions are eligible for a 50% discount on an annual digital subscription.
- f. The Military Coalition. MOWW is the first affiliate member of The Military Coalition (TMC). The Military Coalition is comprised of 35 organizations representing more than 5.5 million members of the uniformed services--active, reserve, retired, survivors, veterans--and their families. Affiliate membership, a new category for TMC and is designed for organizations who don't meet TMC's full membership requirements but work with populations or on topics that complement TMC's membership and focus.
- g. The HQs started a dedicated program to increase awareness of MOWW, our programs and chapters. MOWW HQS personnel along with Companions in the DC local area set up information tables at the Association of the United States Army Annual Exposition and the USMC's Modern-Day Marine Exposition in Washington, DC. Our team was able to speak personally with hundreds of veterans and active-duty service members.
- h. The HQs in partnership with the MOWW Northern Virginia Chapter, sponsored the annual "Run Geek Run" charity 5k in Alexandria, VA. Sponsored runners from two local JROTC units participated as runners and provided the Color Guard. The event served to raise awareness of MOWW and the local JROTC units.
- i. Two Commander in Chief Town Hall Webinars were conducted during the operating year on Zoom. The CINC was able to communicate his message directly to 99 and 70 Companions that attended.
- j. The HQs conducted an innovative March Madness Membership Drive providing a 20% discount for new members and a cash incentive for the chapter that recruited the most new members. Twenty-three chapters participated, 45 new members were recruited and brought in \$8,390.00 in regular and perpetual member dues.
- k. MOWW Foundation. MOWW HQs established a 501(c)(3) charitable foundation to fund educational programs. The MOWW Foundation (MOWWF) aims to advance patriotic and civic education among youth through various programs and initiatives. Our organization is committed to instilling leadership skills, promoting civic engagement, and fostering patriotism to build a stronger America. Through partnerships with schools, JROTC and ROTC units, scouting programs, and other likeminded organizations, MOWWF seeks to make a meaningful impact on the next

generation. MOWWF has established an online giving site at the below Link.

<https://secure.givelively.org/donate/moww-educational-foundation-inc>

- I. MOWW online forms update. Upgraded four MOWW forms from a print and submit format to an online submission format. HQs MOWW will continue to update MOWW Forms in the next operating year.
8. The MOWW 2023-2028 Strategic Plan, Annex A, Implementation Plan requires the National Headquarters to annual assess progress toward the achievement of strategic goals through performance metrics aligned with each strategic goal and objective. Enclosure (1) to this report contains the National Headquarters performance metrics assessment. Notes for the annual assessment are listed below.
    - a. Metrics contained in Enclosure (1) will be reviewed and updated annually for relevance and applicability toward strategic goal achievement.
    - b. Performance metrics assessed as achieved or completed are indicated in by the color green in the “Confidence Score Column. Overall, 14 of 34 performance metrics were assessed as accomplished.
    - c. Strategic Goal Assessment.
      - SG 1: Consistently develop and deliver attractive, and high impact community outreach programs and activities. Assessed as partially accomplished. The Order increased the number of YLCs, YLSs and student attendance from the previous two years. More work needs to be done to provide support at the national level.
      - SG 2: Expand our impact through alliances and strategic partnerships with organizations that align with our mission. Assessed as partially accomplished. The HQs established new relationships with Stars & Stripes, The Military Coalition, Wreaths Across America, and revised our MOU National Sojourners.
      - SG 3: Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies, and local community engagement. Assessed as partially accomplished. The Order has made significant process utilizing social media and the IPC published a communication and marketing plan.
      - SG 4: Annually grow engaged and sustainable MOWW membership. The Order did not achieve its recruiting goal for the operating year.
      - SG 5: Increase revenues ensuring adequate financial resources to fulfill the Order’s mission. Assessed as partially accomplished. The Order achieved marginal increases in Regular member dues and store sales. However, contributions did not meet the established goal and the Order’s investment portfolio did not produce desired dividends and interest. The Order

remains in a position of substantial risk associated with the overreliance on investment revenues.

- SG 6: Increase the number of chapters and strengthen existing chapters. The Order maintained its current number of standard chapters but has not achieved progress in growing chapters or increasing volunteer support or activity across the Order.

“For the Good of the Order”

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

Enclosures:     (1) Headquarters Performance Metric Assessment  
                      (2) MOWW Audited Financial Statements (Year Ended 31 December 2023)

## Enclosure (1): MOWW Headquarters Performance Metric Assessment

## HQs MOWW ANNUAL PERFORMANCE METRIC ASSESSMENT REPORT

6/30/2024

					Metric Confidence Scale										
					0.0	0.1	0.2	0.3	0.4	0.5	0.6	0.7	0.8	0.9	1.0
ID	DESCRIPTION				VALUE	SCORE				CONFIDENCE SCORE					
SG 1	SG 1: Consistently develop and deliver attractive, and high impact community outreach programs and activities.														
OBJ 1.1	1. Adapt MOWW programs and activities to attract veterans who will donate their time, talents, and efforts towards improving the well-being of our Youth, Community, and Nation.														
MET 1.1.1	Have EXCOM, Committees and HQs Staff provided support to further develop and execute outreach programs.				Y/N	Y				0.4					
MET 1.1.2	Increase in the number of youth leadership programs throughout the Order?				Y/N	N				0.3					
MET 1.1.3	Increase in the number of Youth Leadership Conferences and Seminars (YLCs & YLS)				Y/N	N				0.3					
MET 1.1.4	Increase in the number of Students attending YLC and YLS ?				Y/N	Y				0.7					
SG 2	SG 2: Expand our Impact through alliances and strategic partnerships with organizations that align with our mission.														
OBJ 2.1	1. Develop and implement a process for identifying and vetting potential alliances and strategic partners.														
MET 2.1.1	Establish New Alliances and Partnerships with like minded organizations.				Y/N	Y				0.7					
OBJ 2.2	2. Codify existing and new formal relationships with appropriate organizations and emphasize those relationships publicly.														
MET 2.2.1	Update all signed current MOUs, MOAs and Resolutions of Support older than 5 years.(12 requiring update).				%	17%				0.2					
SG 3	SG 3: Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies, and local community engagement.														
OBJ 3.1	1. Implement a National MOWW Communication and Marketing strategy that includes use of technologically based platforms and mediums.														
MET 3.1.1	In Coordination with the IPC, publish National Communication and Marketing Plan.				Y/N	Y				0.9					
MET 3.1.2	Provide Communication and Marketing tools guides and templates on the moww.org website.				Y/N	Y				0.7					
OBJ 3.2	2. Integrate the <i>information and Publicity Committee</i> as the focal point for creating and executing the overall MOWW Communication and Marketing Strategy to include assisting Regions, Departments and Chapters.														
MET 3.2.1	HQs MOWW participation in National level promotional events and ceremonies?				Y/N	Y				0.7					
OBJ 3.3	3. Regions, Departments, and Chapters develop and implement communication, marketing, and engagement strategies, informed by the national strategy, which include websites and social media.														
MET 3.3.1	Increase in Overall Page Reach, Visits, Likes/Followers, Content Interactions on HQs Facebook, LinkedIn and Instagram accounts?				Y/N	Y				0.7					
MET 3.3.2	Facebook - Page Reach, Visits, Likes/Followers, Content Interactions.				Y/N	Y				0.7					
MET 3.3.3	LinkedIn - Page Reach, Visits, Likes/Followers, Content Interactions.				Y/N	Y				0.7					
MET 3.3.4	Instagram - Page Reach, Visits, Likes/Followers, Content Interactions.				Y/N	Y				0.7					
MET 3.3.5	Consistently promote MOWW Outreach Program Activities with 2 posts per week minimum.				Y/N	Y				0.7					
MET 3.3.6	Increase the documented use of the moww.org website; # of Users and New Users.				Y/N	Y				0.6					
MET 3.3.7	Increase the number Companions registered on moww.org.				Y/N	Y				0.6					
MET 3.3.8	Increase number of Companions registered on MOWW Online.				Y/N	Y				0.6					
SG 4	SG 4: Annually grow engaged and sustainable MOWW membership.														
OBJ 4.1	1. Retain existing members.														
MET 4.1.1	The Orders Regular Member retention rate was greater than 85%?				Y/N					—					
OBJ 4.2	2. Develop, fund, and implement a national strategy to attract new members.														
MET 4.2.1	Conducted an MOWW Annual Membership Drive.				Y/N	Y				0.6					

MET 4.2.2	Have Chapters achieved the EXCOM approved annual recruiting goal? By what %?	Y/N	N	0.3
OBJ 4.5	5. Grow and retain veteran membership ensuring 75% veteran membership in every chapter and throughout the Order for compliance with 501(c)19 requirements.			
MET 4.5.1	Maintain the Orders Veteran membership percentage at or above 75%.	Y/N	Y	0.7
SG 5	<b>SG 5: Increase revenues ensuring adequate financial resources to fulfill the Order's mission.</b>			
OBJ 5.2	2. Identify and engage in new <b>funding streams</b> in support of the Order's mission, vision, and activities.			
MET 5.2.1	Developed new sources of Revenue and Support.	Y/N	N	0.3
OBJ 5.3	3. Increased <b>external and internal sources</b> of revenue at all levels of the Order.			
MET 5.3.1	Increase Store Revenues over previous fiscal year.	Y/N	Y	0.7
MET 5.3.2	Increase Regular Membership Dues Revenue over previous Fiscal Year.	Y/N	Y	0.7
MET 5.3.3	Achieved the established CINC solicitation donation goals. Increase in donations from the previous year.	Y/N	N	0.6
MET 5.3.4	Grants - Percentage of Operating Revenues	%	0%	0
MET 5.3.5	Donations from External sources - Percentage of Operating Revenues	%	0%	0
MET 5.3.6	Sponsorships - Percentage of Operating Revenues	%	0%	0
MET 5.3.7	BOT managed investment accounts returned sufficient funds to support 4% distribution from the P&M Fund.	Y/N	Y	0.6
MET 5.3.8	Order maintains sufficient financial assets available to meet cash needs for general expenditures. Approximately \$650K annually.	Y/N	Y	0.6
OBJ 5.4	4. Assist Chapters in the <b>development of local fund-raising</b> initiatives that seek donations and grants from outside of MOWW membership and annual PM dividends.			
MET 5.4.1	Provide Chapter with Tips, Guides and best practices for Chapter & Companion use.	Y/N	Y	0.7
SG 6	<b>SG 6: Increase the number of chapters and strengthen existing chapters.</b>			
OBJ 6.1	<b>1. Attract, develop, and retain</b> at all levels of the Order a dedicated volunteer force to carry-out the Order's community outreach mission.			
MET 6.1.1	Is there an annual increase in the number of new cadres established within the Order?	Y/N	N	0
MET 6.1.2	Have Chapters achieved the EXCOM approved annual recruiting goal? By what %?	Y/N	N	0.3
OBJ 6.4	<b>4. Develop</b> at all levels of the Order the tools and skills required for all Chapters to succeed.			
MET 6.4.1	Provide Chapter with Tips, Guides and best practices for Chapter & Companion use.	Y/N	Y	0.6
<b>Chief of Staff Comments: See Chief of Staff Annual Report.</b>				

Enclosure (2): MOWW Audited Financial Statements (Year Ended 31 December 2023)

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**Dunham, Aukamp & Rhodes, PLC**

*Certified Public Accountants*

4443 Brookfield Corporate Drive, Suite 110  
Chantilly, VA 20151

July 2, 2024

To the Executive Committee of the General Staff  
Headquarters, The Military Order of the World Wars  
435 North Lee Street  
Alexandria, VA 22314-2301

We have audited the financial statements of The Military Order of the World Wars for the year ended December 31, 2023, and have issued our report thereon dated June 25, 2024. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in conversation with the Chief of Staff and in our engagement letter dated December 18, 2023. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

*Qualitative Aspects of Accounting Practices*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by The Military Order of the World Wars are described in Note 1 of the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year ended December 31, 2023. We noted no transactions entered into by the Organization during the audit periods for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

*Difficulties Encountered in Performing the Audit*

We encountered no significant difficulties in dealing with management in performing and completing our audit.

*Corrected and Uncorrected Misstatements*

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicated them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole.

Phone: (703) 631-8940

FAX: (703) 631-8939



*Disagreements with Management*

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

*Management Representations*

We have requested certain representations from management that are included in the management representation letter dated June 25, 2024.

*Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Organization's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

*Other Audit Findings or Issues*

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Organization's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition of our retention.

*Other Information in Documents Containing Audited Financial Statements*

This information is intended solely for the use of the Executive Committee of the General Staff and management of The Military Order of the World Wars and is not intended to be and should not be used by anyone other than these specified parties.

Sincerely,



DUNHAM, AUKAMP & RHODE, PLC  
Chantilly, Virginia

**THE MILITARY ORDER OF THE WORLD WARS**

**AUDITED FINANCIAL STATEMENTS  
YEARS ENDED DECEMBER 31, 2023 AND 2022**

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

THE MILITARY ORDER OF THE WORLD WARS

Table of Contents

	<u>Page</u>
Independent Auditor’s Report	1-2
Statements of Financial Position	3-4
Statements of Activities	5-6
Statements of Functional Expenses	7-8
Statements of Cash Flows	9
Notes to Financial Statements	10-19

**Dunham, Aukamp & Rhodes, PLC**

*Certified Public Accountants*

4443 Brookfield Corporate Drive, Suite 110  
Chantilly, VA 20151

**INDEPENDENT AUDITOR'S REPORT**

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

**Opinion**

We have audited the accompanying financial statements of The Military Order of the World Wars (a nonprofit organization), which comprise the statements of financial position as of December 31, 2023 and 2022, and the related statements of activities, functional expenses and cash flows for the years then ended and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Military Order of the World Wars as of December 31, 2023 and 2022, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

**Basis for Opinion**

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

**Responsibilities of Management for the Financial Statements**

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

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

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I

### **Auditor's Responsibilities for the Audit of the Financial Statements**

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

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

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

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



Certified Public Accountants  
Chantilly, Virginia

June 25, 2024

## THE MILITARY ORDER OF THE WORLD WARS

## STATEMENT OF FINANCIAL POSITION

December 31, 2023

	General Operating Fund	Perpetual and Memorial Fund	Operational Fund	Endowment Fund	Admiral Dyer Memorial Trust Funds	Other Funds	Total All Funds
<b>ASSETS</b>							
Current Assets							
Cash and cash equivalents	\$ 124,692	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 124,692
ERC receivable	49,000	-	-	-	-	-	49,000
Due from MOWW Foundation	3,999	-	-	-	-	-	3,999
Inventory	91,451	-	-	-	-	-	91,451
Prepaid expenses	18,053	-	-	-	-	-	18,053
Investments - current portion	-	307,244	-	1,481,866	-	-	1,789,110
(Due to) / due from other funds	(205,700)	42,740	37,207	18,853	110,384	(3,484)	-
Total Current Assets	81,495	349,984	37,207	1,500,719	110,384	(3,484)	2,076,305
	(168,493)						
Property and Equipment							
Land	127,423	-	-	-	-	-	127,423
Building	397,963	-	-	-	-	-	397,963
Website	33,000	-	-	-	-	-	33,000
Furniture and equipment	69,650	-	-	-	-	-	69,650
	628,036	-	-	-	-	-	628,036
Less accumulated depreciation and amortization	(421,511)	-	-	-	-	-	(421,511)
Total Property and Equipment	206,525	-	-	-	-	-	206,525
Other Assets							
Investments - net of current portion	-	8,714,884	-	-	658,374	651,470	10,024,728
Total Assets	\$ 288,020	\$ 9,064,868	\$ 37,207	\$ 1,500,719	\$ 768,758	\$ 647,986	\$ 12,307,558
<b>LIABILITIES AND NET ASSETS</b>							
Current Liabilities							
Accounts payable	\$ 23,904	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,904
Accrued leave	51,139	-	-	-	-	-	51,139
Dividends payable	-	100,000	-	-	-	-	100,000
Deferred grants	79,272	-	-	-	-	-	79,272
Deferred dues - current portion	-	207,244	-	-	-	-	207,244
Total Current Liabilities	154,315	307,244	-	-	-	-	461,559
Deferred dues - net of current portion	-	453,959	-	-	-	-	453,959
Total Liabilities	154,315	761,203	-	-	-	-	915,518
Net Assets							
Without donor restrictions	133,705	8,303,665	37,207	1,500,719	-	-	9,975,296
With donor restrictions by purpose	-	-	-	-	548,758	631,486	1,180,244
With donor restrictions in perpetuity	-	-	-	-	220,000	16,500	236,500
Total Net Assets	133,705	8,303,665	37,207	1,500,719	768,758	647,986	11,392,040
Total Liabilities and Net Assets	\$ 288,020	\$ 9,064,868	\$ 37,207	\$ 1,500,719	\$ 768,758	\$ 647,986	\$ 12,307,558

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

3

## THE MILITARY ORDER OF THE WORLD WARS

## STATEMENT OF FINANCIAL POSITION

December 31, 2022

	General Operating Fund	Perpetual and Memorial Fund	Operational Fund	Endowment Fund	Admiral Dyer Memorial Trust Funds	Other Funds	Total All Funds
<b>ASSETS</b>							
Current Assets							
Cash and cash equivalents	\$ 165,842	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 165,842
Inventory	80,939	-	-	-	-	-	80,939
Prepaid expenses	9,871	-	-	-	-	-	9,871
Investments - current portion	-	252,332	69,926	1,618,076	8,000	10,400	1,958,734
(Due to) / due from other funds	(205,699)	42,740	37,207	18,853	110,383	(3,484)	-
Total Current Assets	50,953	295,072	107,133	1,636,929	118,383	6,916	2,215,386
Property and Equipment							
Land	127,423	-	-	-	-	-	127,423
Building	397,963	-	-	-	-	-	397,963
Website	33,000	-	-	-	-	-	33,000
Furniture and equipment	66,801	-	-	-	-	-	66,801
	625,187	-	-	-	-	-	625,187
Less accumulated depreciation and amortization	(399,740)	-	-	-	-	-	(399,740)
Total Property and Equipment	225,447	-	-	-	-	-	225,447
Other Assets							
Investments - net of current portion	-	7,479,350	-	-	623,013	550,035	8,652,398
Total Assets	\$ 276,400	\$ 7,774,422	\$ 107,133	\$ 1,636,929	\$ 741,396	\$ 556,951	\$ 11,093,231
<b>LIABILITIES AND NET ASSETS</b>							
Current Liabilities							
Accounts payable	\$ 41,373	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,373
Accrued leave	32,962	-	-	-	-	-	32,962
Dividends payable	-	53,475	-	-	-	-	53,475
Deferred grants	70,154	-	-	-	-	-	70,154
Deferred dues - current portion	-	198,857	-	-	-	-	198,857
Total Current Liabilities	144,489	252,332	-	-	-	-	396,821
Deferred dues - net of current portion	-	585,716	-	-	-	-	585,716
Total Liabilities	144,489	838,048	-	-	-	-	982,537
Net Assets							
Without donor restrictions	131,911	6,936,374	107,133	1,636,929	-	-	8,812,347
With donor restrictions by purpose	-	-	-	-	521,396	540,451	1,061,847
With donor restrictions in perpetuity	-	-	-	-	220,000	16,500	236,500
Total Net Assets	131,911	6,936,374	107,133	1,636,929	741,396	556,951	10,110,694
Total Liabilities and Net Assets	\$ 276,400	\$ 7,774,422	\$ 107,133	\$ 1,636,929	\$ 741,396	\$ 556,951	\$ 11,093,231

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

4

## THE MILITARY ORDER OF THE WORLD WARS

STATEMENT OF ACTIVITIES  
For the Year Ended December 31, 2023

	Without Donor Restrictions	With Donor Restrictions - by Purpose	With Donor Restrictions - in Perpetuity	Total
Revenues and Support				
Interest and dividends	\$ 241,965	\$ 30,604	\$ -	\$ 272,569
Contributions	94,111	-	-	94,111
Merchandise sales	85,895	-	-	85,895
Other	53,637	-	-	53,637
Membership dues	23,200	-	-	23,200
Net assets released from restrictions:				
Authorized expenditures and fees	84,016	(84,016)	-	-
Total Revenues and Support	582,824	(53,412)	-	529,412
Expenses				
Program expenses	833,277	-	-	833,277
Management and general expenses	126,260	-	-	126,260
Fundraising expenses	25,916	-	-	25,916
Total Expenses	985,453	-	-	985,453
Change in net assets before unrealized and realized (loss)/gain on investments and Perpetual and Memorial Fund contributions	(402,629)	(53,412)	-	(456,041)
Unrealized gain on investments	1,603,971	202,878	-	1,806,849
Realized loss on sales of investments	(182,677)	(23,106)	-	(205,783)
Investment fees	(62,960)	(7,963)	-	(70,923)
Perpetual and Memorial Fund contributions	207,244	-	-	207,244
Change in Net Assets	1,162,949	118,397	-	1,281,346
Net Assets at Beginning of Year	8,812,347	1,061,847	236,500	10,110,694
Net Assets at End of Year	\$ 9,975,296	\$1,180,244	\$ 236,500	\$ 11,392,040

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

5



## THE MILITARY ORDER OF THE WORLD WARS

STATEMENT OF ACTIVITIES  
For the Year Ended December 31, 2022

	Without Donor Restrictions	With Donor Restrictions - by Purpose	With Donor Restrictions - in Perpetuity	Total
Revenues and Support				
Interest and dividends	\$ 224,573	\$ 26,413	\$ -	\$ 250,986
Contributions	113,435	-	-	113,435
Merchandise sales	81,579	-	-	81,579
Membership dues	23,858	-	-	23,858
Other	1,146	-	-	1,146
Net assets released from restrictions:				
Authorized expenditures and fees	12,834	(12,834)	-	-
Total Revenues and Support	457,425	13,579	-	471,004
Expenses				
Program expenses	682,310	-	-	682,310
Management and general expenses	195,311	-	-	195,311
Fundraising expenses	15,701	-	-	15,701
Total Expenses	893,322	-	-	893,322
Change in net assets before unrealized and realized (loss)/gain on investments and Perpetual and Memorial Fund contributions	(435,897)	13,579	-	(422,318)
Unrealized loss on investments	(2,025,934)	(238,416)	-	(2,264,350)
Realized loss on sales of investments	(29,969)	(3,527)	-	(33,496)
Investment fees	(73,461)	-	-	(73,461)
Perpetual and Memorial Fund contributions	198,857	-	-	198,857
Change in Net Assets	(2,366,404)	(228,364)	-	(2,594,768)
Net Assets at Beginning of Year	11,178,751	1,290,211	236,500	12,705,462
Net Assets at End of Year	\$ 8,812,347	\$1,061,847	\$ 236,500	\$ 10,110,694

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

6

**THE MILITARY ORDER OF THE WORLD WARS**  
**STATEMENT OF FUNCTIONAL EXPENSES**

**For the Year Ended December 31, 2023**

	Program Activities			Supporting Activities			Total Expenses
	Membership	Store	Event	Program Subtotal	Management and General	Fundraising	
Expenses							
Salaries, payroll taxes, and benefits	\$ 135,387	\$ 68,018	\$ 143,589	\$ 346,994	\$ 14,655	\$ 10,356	\$ 372,005
Professional fees	23,777	-	-	23,777	107,001	-	130,778
Program consultants	114,232	-	-	114,232	-	7,428	121,660
Chapter PM dividend distribution	100,000	-	-	100,000	-	-	100,000
Cost of merchandise sold	-	56,372	-	56,372	-	-	56,372
Travel	19,254	-	19,787	39,041	118	-	39,159
Awards and support to chapters	7,220	900	19,783	27,903	-	5,005	32,908
Headquarters office expense	10,599	4,894	10,331	25,824	1,054	745	27,623
Facility cost	9,805	4,926	10,398	25,129	1,061	750	26,940
Information technology	9,159	4,601	9,713	23,473	991	701	25,165
Depreciation	7,923	3,981	8,404	20,308	858	606	21,772
Convention expense	-	-	19,332	19,332	-	-	19,332
Insurance	4,250	2,135	4,507	10,892	460	325	11,677
Postage	-	-	-	-	62	-	62
Total Expenses	\$ 441,606	\$ 145,827	\$ 245,844	\$ 833,277	\$ 126,260	\$ 25,916	\$ 985,453

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

**THE MILITARY ORDER OF THE WORLD WARS**  
**STATEMENT OF FUNCTIONAL EXPENSES**

**For the Year Ended December 31, 2022**

	Program Activities			Supporting Activities			Total Expenses
	Membership	Store	Event	Program Subtotal	Management and General	Fundraising	
Expenses							
Salaries, payroll taxes, and benefits	\$ 121,110	\$ 62,577	\$ 102,101	\$ 285,788	\$ 24,536	\$ 3,043	\$ 313,367
Program consultants	116,488	-	-	116,488	19,213	11,730	147,431
Professional fees	-	-	-	-	84,000	-	84,000
Cost of merchandise sold	-	62,458	-	62,458	-	-	62,458
Information technology	21,375	8,563	7,926	37,864	21,142	265	59,271
Travel	23,066	36	28,925	52,027	1,514	-	53,541
Chapter PM dividend distribution	47,822	-	-	47,822	-	-	47,822
Facility cost	4,344	3,603	4,526	12,473	13,783	151	26,407
Headquarters office expense	4,644	5,758	3,672	14,074	9,585	116	23,775
Depreciation	5,444	3,240	4,070	12,754	10,856	136	23,746
Awards and support to chapters	2,236	3,479	14,802	20,517	19	195	20,731
Convention expense	772	-	11,148	11,920	-	-	11,920
Insurance	2,572	1,531	1,923	6,026	5,130	65	11,221
Bad debt expenses	-	-	-	-	5,000	-	5,000
Postage	1,818	281	-	2,099	533	-	2,632
Total Expenses	\$ 351,691	\$ 151,526	\$ 179,093	\$ 682,310	\$ 195,311	\$ 15,701	\$ 893,322

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

## THE MILITARY ORDER OF THE WORLD WARS

STATEMENTS OF CASH FLOWS  
For the Years Ended December 31,

	2023	2022
Cash Flows from Operating Activities		
Change in net assets	\$ 1,281,346	\$ (2,594,768)
Adjustments to reconcile change in net assets to net cash used in operating activities		
Depreciation	21,772	23,746
Unrealized (gain)/loss on investments	(1,806,849)	2,264,350
Realized loss on sales of investments	205,783	33,496
Changes in operating assets and liabilities:		
(Increase)/decrease in accounts receivable	(49,000)	10,068
(Increase)/decrease in inventory	(10,512)	29,940
Increase in prepaid expenses	(8,182)	(782)
(Decrease)/increase in accounts payable	(17,469)	23,876
Increase in accrued leave	18,177	14,292
Increase/(decrease) in dividends payable	46,525	(256,794)
Increase in deferred grants	9,118	11,772
Decrease in deferred dues	(123,370)	(143,916)
Net cash used in operating activities	(432,661)	(584,720)
Cash Flows from Investing Activities		
Purchases of property and equipment	(2,849)	(21,000)
Purchases of investments	(3,006,577)	(2,889,238)
Proceeds from sale of investments	3,400,937	3,416,453
Net cash provided by investing activities	391,511	506,215
Change in cash and cash equivalents	(41,150)	(78,505)
Cash and cash equivalents, beginning of year	165,842	244,347
Cash and cash equivalents, end of year	\$ 124,692	\$ 165,842

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

9

## THE MILITARY ORDER OF THE WORLD WARS

### NOTES TO FINANCIAL STATEMENTS

#### NOTE 1 – Organization and Summary of Accounting Policies

The Military Order of the World Wars (the “Order”) is a patriotic, non-partisan organization of commissioned and warrant officers currently or formerly on active duty, or in the Reserves or National Guard, who have served honorably in the Armed Forces of the United States of America. Former officers in the Great War founded the Order in 1919. Members in good standing must personally recommend all applicants for membership. There are 77 chapters (74 standard, 2 At-Large, and 1 that is not considered a standard or an At-Large chapter) throughout the country with current membership at 18,865 (includes living and deceased perpetual members). The Order’s primary sources of funds are from contributions, merchandise sales and investment income.

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

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

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

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

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

Net Assets with Donor Restrictions – These net assets result from gifts of cash and other assets that are received with donor stipulations that limit the use of the donated assets, either temporarily or permanently, until the donor restriction expires, that is until the stipulated time restriction ends or the purpose of the restriction is accomplished, the net assets are restricted. As of December 31, 2023 and 2022 the Order had \$1,180,244 and \$1,061,847 in net assets with donor restrictions-purpose restrictions, and \$236,500 and \$236,500 in net assets with donor restrictions-perpetual in nature, respectively.

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

## THE MILITARY ORDER OF THE WORLD WARS

### NOTES TO FINANCIAL STATEMENTS (CONTINUED)

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

(c) Support and Revenue Recognition (continued)

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

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

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

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

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

- (d) Cash and Cash Equivalents – The Order considers substantially all highly liquid investments with an initial maturity of three months or less when purchased to be cash equivalents.
- (e) Inventory – Inventory consists of insignias and supplies available for resale or use in future periods. Inventory is stated at the lower cost or net realizable value, using the first-in, first-out basis.
- (f) Use of Estimates – The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.
- (g) Property and Equipment – Purchased property and equipment are recorded at cost for any item in excess of \$1,000. Contributed property and equipment is recorded at its fair market value on the date of contribution. Expenditures for maintenance and repairs are charged against income as incurred; betterments, which increase the value or materially extend the life of the related assets, are capitalized.

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

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

## THE MILITARY ORDER OF THE WORLD WARS

### NOTES TO FINANCIAL STATEMENTS (CONTINUED)

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

- (h) Investments – Investments in equity securities with readily determinable fair values and all investments in debt securities are measured at fair value in the Statement of Financial Position. Investment income or loss (including gains and losses on investments, interest and dividends) is included in net assets without donor restrictions in the Statement of Activities unless the income or loss is restricted by donor or law.
- (i) Income Taxes – The Order is a not-for-profit organization incorporated in the District of Columbia and is exempt from Federal income taxes under Section 501(c)(19) of the Internal Revenue Code. However, the Order is subject to taxes on its unrelated business activities. Such activities did not result in taxable income for the years ended December 31, 2023 and December 31, 2022.
- (j) Uncertain Tax Positions – As of December 31, 2023, the Order has no uncertain tax positions that qualify for either recognition or disclosure in the financial statements. The tax years subject to examination by the taxing authorities are the years ended December 31, 2020 through 2022.
- (k) Concentration of Credit and Market Risk – The Order occasionally maintains deposits in excess of federally insured limits. These items are identified as a concentration of credit risk requiring disclosure, regardless of the degree of risk. The risk is managed by maintaining all deposits in high quality financial institutions. The Order has not experienced any losses on its cash accounts.  
  
The Order has significant investments in stocks, bonds, and mutual funds and is therefore subject to concentrations of market risk. Investments are made and monitored by the Order's Board of Trustees. Although the market value of investments is subject to fluctuations on a year-to-year basis, management believes the investment mix is prudent for the long-term welfare of the Order and its beneficiaries. See Note 2.
- (l) Functional Presentation – The Order's operating costs have been allocated between program, management and general, and fundraising expenses based on direct identification when possible, and allocation if a single expenditure benefits more than one program or function. Expenditures that require allocation are allocated on a personnel-cost basis.
- (m) Contributions Receivable – Contributions receivable are reported net of an allowance for doubtful accounts. Management periodically evaluates the receivables and determines the need for an allowance for doubtful accounts. Management considers the Order's past receivables loss experience, adverse situations that may affect the donor's ability to pay, and current economic conditions. The Order expects all receivables at December 31, 2023 and 2022 to be received within one year and no allowance has been recorded for uncollectible amounts. Bad debt expense was \$-0- and \$5,000 for the years ended December 31, 2023 and 2022, respectively.
- (n) Advertising Costs – Advertising costs are expensed when incurred.

## THE MILITARY ORDER OF THE WORLD WARS

### NOTES TO FINANCIAL STATEMENTS (CONTINUED)

#### NOTE 2 – Investments

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

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

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

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

Valuation techniques used in fair value measurements need to maximize the use of observable inputs and minimize the use of unobservable inputs. A valuation method may produce a fair value measurement that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Order believes its valuation methods are appropriate and consistent with those used by other market participants, the use of different methodologies or assumptions could result in different fair value measurements at the reporting date. There have been no changes in the methodologies used during the year ended December 31, 2023.

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

The following table sets forth, by level, within the fair value hierarchy, amounts recorded in the Order's financial statements at fair value as of December 31, 2023:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Mutual Funds	\$11,617,060	\$ -	\$ -	\$11,617,060
Money Market	194,399	-	-	194,399
Equities	<u>2,379</u>	<u>-</u>	<u>-</u>	<u>2,379</u>
Total	<u>\$11,813,838</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$11,813,838</u>
				<u>Fair Market</u>
				<u>Value</u>
Investments: Endowment—board designated				\$10,503,994
Investments: Endowment—donor-restricted				<u>1,309,844</u>
Total				<u>\$11,813,838</u>



# THE MILITARY ORDER OF THE WORLD WARS

## NOTES TO FINANCIAL STATEMENTS (CONTINUED)

### NOTE 2 – Investments (continued)

The following table sets forth, by level, within the fair value hierarchy, amounts recorded in the Order's financial statements at fair value as of December 31, 2022:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Mutual Funds	\$10,435,585	\$ -	\$ -	\$10,435,585
Money Market	168,761	-	-	168,761
Equities	<u>6,786</u>	<u>-</u>	<u>-</u>	<u>6,786</u>
Total	<u>\$10,611,132</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$10,611,132</u>

	<u>Fair Market Value</u>
Investments: Endowment—board designated	\$ 9,419,684
Investments: Endowment—donor-restricted	<u>1,191,448</u>
Total	<u>\$10,611,132</u>

### NOTE 3 – Related Parties and Due from Affiliate

The Order shares a common board of directors with the Military Order of the World Wars Foundation (MOWW Foundation), a 501(c)(3) organization. For the years ended December 31, 2023 and 2022, there was an outstanding advance due from MOWW Foundation in the amount of \$3,999 and \$-0-, respectively.

### NOTE 4 – Employee Retention Credit Receivable

During the year ended December 31, 2023, the Order applied for employee retention credit (ERC) associated with payroll prior to September 30, 2021, in the amount of \$49,000. This amount is reflected as other income in the accompanying statement of activities and ERC receivable in the accompanying statement of financial position.

### NOTE 5 – Deferred Dues

Contributions received to record members as Perpetual and Memorial Members are deferred and recognized over 10 years, which is the estimated duration of the individual's membership. The deferred dues as of December 31, 2023, will be recognized as follows:

For the years ending December 31,

2024	\$207,244
2025	207,244
2026	122,012
2027	32,526
2028	27,891
Thereafter	<u>64,286</u>
Total	<u>\$661,203</u>

## THE MILITARY ORDER OF THE WORLD WARS

### NOTES TO FINANCIAL STATEMENTS (CONTINUED)

#### NOTE 6 – Net Assets

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

#### *Net Assets Without Donor Restrictions*

##### Undesignated

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

##### Board Designated

- Perpetual and Memorial Fund – represents the unrestricted contributions received, to be held as corpus, in the memory of members of the Order. The income generated from the corpus is distributed as prescribed in the Bylaws for the general use of the National Headquarters and to support the chapters of the Order. The liability for dividend distributions payable to the chapters for the years ended December 31, 2023 and December 31, 2022 were \$100,000 and \$53,475, respectively.
- Endowment Fund – represents unrestricted contributions received, to be held as corpus, with the related income generated from the corpus to be used for general operations to assist in meeting the operating budget of the National Headquarters.

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

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

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

- Gist Blair Trust Fund – included in Other Funds. Established to fund historical endeavors of the Order. The original contribution to this fund is held in perpetuity while the earnings are restricted for the purposes described above.

## THE MILITARY ORDER OF THE WORLD WAR

### NOTES TO FINANCIAL STATEMENTS (CONTINUED)

#### NOTE 6– Net Assets (continued)

- Captain Satterlee Award Fund – included in Other Funds. Established to provide awards for students in the Coast Guard Academy for excellence in the French language. The original contribution to this fund is held in perpetuity while the earnings are restricted for the purposes described above.

As of December 31, 2023 and 2022, the nature of the Order's net assets with donor restrictions-purpose restricted consists of the following:

	<u>2023</u>	<u>2022</u>
Admiral Dyer Memorial Trust Funds	\$ 548,758	\$ 521,396
Gist Blair Trust Fund	593,728	507,661
Captain Satterlee Award Fund	<u>37,758</u>	<u>32,790</u>
Total Net Assets with Donor Restrictions-Purpose Restricted	<u>\$1,180,244</u>	<u>\$1,061,847</u>

For the years ended December 31, 2023 and 2022, net assets were released from donor restrictions by incurring expenses, satisfying the purpose or time restrictions specified by donors as follows:

	<u>2023</u>	<u>2022</u>
Admiral Dyer Memorial Trust Funds	\$79,840	\$ 8,595
Gist Blair Trust Fund	3,576	3,426
Captain Satterlee Award Fund	<u>600</u>	<u>813</u>
Total Released From Restriction	<u>\$84,016</u>	<u>\$12,834</u>

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

As of December 31, 2023 and 2022, the nature of the Order's net assets with donor restrictions-Perpetual in nature consists of the following:

	<u>2023</u>	<u>2022</u>
Admiral Dyer Memorial Trust Funds	\$220,000	\$220,000
Gist Blair Trust Fund	10,000	10,000
Captain Satterlee Award Fund	<u>6,500</u>	<u>6,500</u>
Total Net Assets With Donor Restrictions-In Perpetuity	<u>\$236,500</u>	<u>\$236,500</u>

#### NOTE 7 – Endowment Funds

The Order's endowment consists of two (2) individual funds established for a variety of purposes. Its endowment includes both donor-restricted funds and funds designated by the General Staff to function as endowments. As required by generally accepted accounting principles, net assets associated with endowment funds, including funds designated by the General Staff to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

## THE MILITARY ORDER OF THE WORLD WARS

### NOTES TO FINANCIAL STATEMENTS (CONTINUED)

#### NOTE 7 – Endowment Funds (continued)

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

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

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

## THE MILITARY ORDER OF THE WORLD WARS

NOTES TO FINANCIAL STATEMENTS  
(CONTINUED)

## NOTE 7 – Endowment Funds (continued)

As of December 31, 2023, the endowment funds are classified as follows:

	Board Designated Endowment Net Assets without <u>Donor Restrictions</u>	Donor-Designated Endowment Net Assets with <u>Donor Restrictions</u>	Total Endowment Net Assets
Endowment net assets, beginning of the year	\$ 8,680,436	\$1,298,347	\$ 9,978,783
Contributions recognized	207,244	-	207,244
Investment income	179,000	22,641	201,641
Net appreciation/(depreciation)	1,421,293	179,772	1,601,065
Amounts appropriated for expenditures	( 646,382)	( 84,016)	( 730,398)
Endowment net assets, end of year	<u>\$ 9,841,591</u>	<u>\$1,416,744</u>	<u>\$11,258,335</u>

As of December 31, 2022, the endowment funds are classified as follows:

	Board Designated Endowment Net Assets without <u>Donor Restrictions</u>	Donor-Designated Endowment Net Assets with <u>Donor Restrictions</u>	Total Endowment Net Assets
Endowment net assets, beginning of the year	\$10,426,582	\$1,526,711	\$11,953,293
Contributions	198,857	-	198,857
Investment income	194,480	22,886	217,366
Net appreciation/(depreciation)	( 2,025,934)	( 238,416)	( 2,264,350)
Amounts appropriated for expenditures	( 113,549)	( 12,834)	( 126,383)
Endowment net assets, end of year	<u>\$ 8,680,436</u>	<u>\$1,298,347</u>	<u>\$ 9,978,783</u>

## NOTE 8 – Liquidity and Availability of Financial Assets

As of December 31, 2023 and 2022, the Order has \$1,715,617 and \$1,909,904, respectively, of financial assets available within one year of the statement of financial position date to meet cash needs for general expenditures. None of these financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the Statement of Financial Position date. The contributions receivable is expected to be collected within one year. The Order monitors its liquidity so that it is able to meet its operating needs and other contractual commitments while maximizing the investment of its excess operating cash. The Order has a goal to maintain financial assets on hand for 90 days of normal operating expenses in case of revenue shortfalls. This amount is on average \$235,000. The Order has the following financial assets that could readily be made available within one year of the statement of financial position date to fund expenses without limitations:

# THE MILITARY ORDER OF THE WORLD WARS

## NOTES TO FINANCIAL STATEMENTS (CONCLUDED)

### NOTE 8 – Liquidity and Availability of Financial Assets (continued)

	<u>2023</u>	<u>2022</u>
Cash and cash equivalents	\$ 124,692	\$ 165,842
Receivables and due from affiliate	52,999	-
Investments in the operational fund – plus due from other funds	37,207	107,133
Investments in the endowment fund – plus due from other funds	<u>1,500,719</u>	<u>1,636,929</u>
	<u>\$1,715,617</u>	<u>\$1,909,904</u>

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

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

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

### NOTE 9 – Evaluation of Subsequent Events

The Order has evaluated subsequent events through June 25, 2024, the date which the financial statements were available to be issued.

## TREASURER GENERAL | ANNUAL REPORT

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For the financial statements which are required by the MOWW Bylaws to be published annually, including the audit results, refer to the report of the Chief of Staff, Col Michael Farrell, found elsewhere in this Almanac.

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

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

Most of the time and effort as Treasurer General is managing the IRS 990 filing process. Primarily, chapter treasurers are tasked with completing the filing, the filing season for tax year 2023 on 31 December 2023 with no chapters unable to file. This is the fourth year the Order has achieved timely submittals. We appreciate the leaders, throughout the chain of command, for their efforts, despite challenging IRS filing changes, that resulted in success. Well done! We hope this is the beginning of a very long trend of 100% filing success.

For the 2023 tax filing year, we are fully compliant, and all chapters have successfully filed some form of IRS 990, their filings have been accepted, and have been reported to the Treasurer General. Every chapter has received the P+M Dividend. Some delays, due to incorrect financial transfer conflicts, were corrected.

Col Michael Farrell and Ms. Natalie R. Anzzolin, CPA, did an exceptional job daily managing the financial operations of the Order. It will continue to be a pleasure to work with these dedicated individuals on the Finance Committee.

For the Good of the Order,

Jerry E. Knotts, Colonel, USAF (Ret)  
Treasurer General and CFO, MOWW Inc.

## BOARD OF TRUSTEES MOWW, INC. | ANNUAL REPORT

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1. The Board of Trustees consists of three members appointed by the MOWW Commander-in-Chief – LTC John H. Hollywood, USA (Ret), Chairman, BG Welton Chase, USA (Ret), and CPT Bill Maloney, USA, (Fmr).
2. The Order’s portfolio is managed by Merrill Lynch’s Chief Investment Officer (CIO) using a moderately aggressive strategy that includes 80% equity, 18% fixed income, and 2% cash exposure. The strategy primarily utilizes index tracking exchange traded funds (ETFs), generally considered liquid and cost-effective investments. ETFs are generally structured to track the performance of an index as closely as possible rather than outperform their benchmark.
3. The MOWW Trustees review our investment approach, normally on a quarterly basis with our Merrill Lynch financial advisor. Our goal is to provide growth of the investment, income for the National Headquarters, and money for the P & M distribution for the Chapters. When the stock market is in a “bull” phase, this is fairly easy. When the stock market switches to a “bear” phase, as we saw in 2022 and part of 2023, this becomes more difficult.
4. Current account status. The account had \$11,435,390.98 at the end of our last fiscal year, 30 June 2023. On 29 December 2023, the MOWW investment account balance was \$11,813,838.25. On 31 May 2024, it was 12,406,658. (These numbers include the funds that the Order received for MOWW admin and the P&M Dividend during the fiscal year.) The stock market has shown some volatility in 2023 and 2024, but overall, our portfolio has not had wide up or down movement.

### Investment options for the MOWW Board of Trustees:

- a. Bonds or other interest producing vehicles: Currently corporate bonds (none lower than BBB which is the lowest rating grade the Trustees can purchase) have an average rate of return of 5.33% over time. Assuming that the entire MOWW investment portfolio of \$12M was invested in corporate bonds, our annual rate of return of 5.33% would equal \$639,600. This amount would not be sufficient to support the MOWW National Headquarters or provide a P&M distribution to the Chapters. Bonds also fluctuate in price, both upward and downward, as we have seen in 2023/4. Using bonds also means the amount of dollars available for investment would remain static, since all funds developed would be used for the National Headquarters and P&M distributions with little or no money left to increase the size of the initial investment.
  - b. Stocks and bond mix: Based on the stated income requirement by the Order, as evidenced in the Order’s annual budget, a moderately aggressive portfolio was selected by the Trustees. This means approximately 80% of our investments are in equities (stock) and 20% in bonds and cash. The Board will adjust this strategy in the future if, and when, it may become necessary, as market conditions change and upon the advice of its investment advisors. Our investment strategy and corresponding investment decisions are predicated upon the budgeted needs of the Order, and future adjustments to the strategy will be made in order to meet those needs.
5. The Board of Trustee and Merrill Lynch continue to provide for the Order’s needs, although not always the desired income for the P & M dividend. The stock and bond markets go up and down, which have a major impact on funding for the Order in “down” years. So, other sources of income



need to be considered. The recent increase in membership dues is a positive step, as is completion of a 501(C) (3) tax deductible foundation, and the emphasis on corporate or foundation donations to the Order. We would also recommend legacy bequests from Companions in their wills.

FOR THE GOOD OF THE ORDER

JOHN H HOLLYWOOD, LTC, USA (Ret)  
Chair, MOWW Board of Trustees

## JUDGE ADVOCATE GENERAL | ANNUAL REPORTS

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Since taking over from our former Judge Advocate General Andrew Jack Rodnite, it has been a great honor.

Unfortunately, to a large degree this is quite a major challenge.

Based on the documentation that I receive about what is done, I've been learning a great deal. I have also resumed attending the local chapter of the Military Order of the World Wars over the last year.

To put it bluntly, I have learned that there is more that I don't know. I have to catch up to speed, what I need to know as to the Military Order of the World Wars Constitution, Bylaws, and Committee Reports. However, I am learning by reading, and listening to other officers while I attend local or national meetings by Zoom or in person.

Responsibilities: my obligation to assist the Military Order of the World Wars either in writing or orally, as to legal questions that develop. Many times, my legal opinion is required immediately, as the issue had not been brought to my attention, until the last moment.

I am still a practicing attorney since 1965. I would prefer to have time to do research and discussions before I render an opinion. Many times, the various emails are really long, particularly committee reports. I had suggested that rather than have to read entire reports for a 2nd time, or even the 1st that we ought to have changes whether there are deletions, changes, or additions in a different color, which will expedite the work and cut down on time.

Recommendations:

The above would be beneficial not only to myself, but to MOWW nationally or on a regional basis, to be contacted at an early point, in order to grasp the issue and provide sensible legal advice, with adequate time and research.

Since I am admitted in California, Pennsylvania and various Federal jurisdictions up to and including the United States Supreme Court, it would be a great assistance and benefit to the MOWW if we have a list of attorneys who know local laws and requirements. In the state of California, where I am admitted to practice, not only does the law vary from other states, but within the state it varies from county to county, and many times within a county from city to city. Therefore, it would be tremendously beneficial if we have information as to MOWW members who are practicing attorneys within their region or state.

Many times, the local attorney knows the judges, knows the political situation. It would be enormously beneficial for me as National JAG to have access to someone who knows their local laws and politics.

FOR THE GOOD OF THE ORDER

CPT Harold Greenberg, JD, USA (Fmr)  
Judge Advocate General

## SURGEON GENERAL | ANNUAL REPORTS

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### 1. General Overview:

The Surgeon General provided direct support to the Commander in Chief, Executive Committee and Headquarters MOWW throughout the year. His Bob Mallin will not be seeking reelection after a thirteen-year run as the MOWW Surgeon General.

FOR THE GOOD OF THE ORDER

Captain Robert E. Mallin, MD, USA (Former)  
Surgeon General MOWW

## CHAPLAIN GENERAL | ANNUAL REPORTS

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### 1. Strategic Goal One (SG-1):

- Accomplishment: I provided quarterly spiritual and thought-provoking articles for the Officer Review magazine. These articles facilitated follow-up communication and marketing of the MOWW CINC's talking points and the MOWW's Strategic Goals 1, 3, and 4.
- Additionally, as a member of the Northern Virginia Chapter, I attended three high school JROTC award ceremonies, presented MOWW certificates, medals, and coins, and shared photos and captions on social media. My participation in the MOWW American Independence Youth Leadership Conference in Jamestown/Williamsburg, VA, and volunteering as Chaplain General in the Spring Region IV Conference further contributed to community outreach.

### 2. Strategic Goal Three (SG-3):

- Accomplishment: Building on SG-1, I planned a prayer breakfast for this year's annual convention for a non-MOWW member and accomplished Veteran to serve as the guest minister. This outreach prayer breakfast is recommended for next year's conference. This initiative aims to expose the minister and his congregation to MOWW and encourage their participation.

### 3. Strategic Goal Six (SG-6):

- Accomplishment: I successfully increased MOWW membership by four (two active duty and two Reserve Army officers). Additionally, I authored a monthly Chaplain newsletter, Bible verses, and spiritual memes for MOWW Regional Commanders to help strengthen chapters that lack a chaplain.

### 4. Personal Strategic Goal:

- Accomplishment: Enrolling in two college-level Bible classes demonstrated my commitment to enhancing my skill set and knowledge. These foundational courses cover doctrines related to scripture inspiration, God, Christ, the Holy Spirit, and angels.

FOR THE GOOD OF THE ORDER

LTC Victor W. Burnette, USA (Ret)  
Chaplain General, MOWW

## HISTORIAN GENERAL | ANNUAL REPORTS

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### 2. General Overview:

This has been a busy and productive year for the Historian General. With a focus on acquiring and preserving records of individual military service of MOWW Companions and promoting and assisting in holding commemorations and establishing memorials to the military service of MOWW Companions, projects were advanced and new programs initiated. Using the remarkable history of the MOWW has and continues developing community outreach programs of interest to perspective MOWW members. Working together with United States Presidential libraries and Medal of Honor museums, military officers active and retired can learn of the MOWW.

### 3. Projects and Assigned Tasks:

The Historian General, with the assistance of Headquarters staff and other Companions, has been involved in efforts and activities to meet the requirements of the office, the goals of the Strategic Plan 2024-2028, and the two (2) Preamble sections that deal with MOWW history.

In the 2023 – 2024 Operating Year the Historian General has:

- Authored the “History of the MOWW” on the MOWW National website.
- Authored the “MOWW Preamble” on the MOWW National website.
- Authored the draft of an article entitled “The Military Order of the World Wars Now Partners with The Association of the United States Army in service to the United States of America” which appeared in the AUSA magazine “ARMY.”
- Provided a one-hour update on MOWW historical issues at the 2023 MOWW National Convention in Annapolis.
- Contacted and discussed the MOWW Historical material housed at the Hoover Institute with the Institute curators.

Researched possible plans to digitize the MOWW records stored at the Hoover Institution. Membership in the Society of American Archivists was helpful here.

- Applied for a grant from the Society of American Archivists Grant Fund Committee for funds to assess the MOWW historical material stored at the Hoover Institution
- Developed the MOWW Medal of Honor Project to honor the MOWW Companions awarded the Medal of Honor.
- Contacted the National Medal of Honor Museum Foundation in Arlington, Texas; the Congressional Medal of Honor Society in Mount Pleasant, SC; and the National Medal of Honor Heritage Center in Chattanooga, Tennessee regarding a display honoring the MOWW Medal of Honor Companions.

- MOWW Presidential Recognition Project honoring United States Presidents who have been named MOWW Honorary CINCs with a plaque in their Presidential Libraries.
- Contacted the Harry S. Truman Presidential Library & Museum in Independence, Missouri regarding placement of a plaque recognizing Truman's membership in the MOWW and to his being honored as an MOWW Honorary CINC.
- Contacted the MacArthur Memorial in Norfolk, Virginia regarding a plaque recognizing MacArthur as the third CINC of the MOWW.
- Authored five articles in the "Officer Review."
- Researched, located, and preserved the MOWW song, "Military Order of World Wars," both as a musical score and as an audio file.
- Researched MOWW chapter historical organizations for MOWW HQ.
- Provided historical information to the MOWW ad hoc Name Change committee.
- Authored an article "The MOWW and the Purple Heart."
- Proposed a Purple Heart Day on August 7, 2024, at the 2024 MOWW National Convention.
- Wrote the ceremonial text for the Purple Heart Day recognition at the national convention.
- At the behest of the MOWW CINC, developed the "Companions of Distinction" feature, and researched and authored two "Companions of Distinction" articles: Colonel Ralph Pucket and Captain Carl Bolte.
- Attended the 2023 Region IV Conference and provided an MOWW historical issues update.

The Historian General is a member of the following MOWW Committees:

- Information & Publicity Committee (IPC)
- Public Safety / Law & Order (PS/L&O) Committee
- MOWW Youth Civics Education Summit 2024 Ad Hoc Committee

The Historian General is a member of the **Society of American Archivists**.

#### 4. Assessment of progress toward achieving Strategic Goals:

- Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.
- Strategic Goal Two (SG-2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.

- Strategic Goal Three (SG-3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement.

The MOWW Medal of Honor Project is in contact with the three (3) national Medal of Honor museums (The National Medal of Honor Museum Foundation in Arlington, Texas; the Congressional Medal of Honor Society in Mount Pleasant, SC; and the National Medal of Honor Heritage Center in Chattanooga, Tennessee) regarding displays honoring the forty-three (43) MOWW Companions awarded the Medal of Honor.

MOWW Presidential Recognition Project honoring the five (5) United States Presidents who have been named MOWW Honorary CINCs with a plaque in their Presidential Libraries.

## 5. Conclusions.

The Order can continue and expand the use of its long, rich and effective history to gain the attention of perspective members. The Order's service goes back over 100 years. Its membership includes United States Presidents, national and state leaders, and outstanding military commanders since the First World War.

Today's active serving and retired military officers want to invest their time with "winners." The 100-year history of the MOWW demonstrates that it is a "winning" organization, whose Companions are "winners" in both the military and civilian arenas, and that the Order's efforts make "winning" contributions to the United States and our individual communities.

Let us continue to find innovative ways to capitalize on the MOWW's proud history and use it to attract new members and increase the Orders visibility and effectiveness!

## 6. Recommendations.

- 1) Recruit a working Deputy Historian General. Explore the recreation of an MOWW Historical Committee.
- 2) Develop a plan for the Order's needs in inventorying, categorizing digitalizing and preserving MOWW records at the Hoover Institute. Create a budget proposal for this project.
- 3) Engage chapters to encourage them to establish a practice of obtaining biographies of their Companions. Prepare a report for HQ and EXCOM in a digital format for an on-line form on the MOWW website to allow Companions to submit their histories and pictures.
- 4) Explore where current and future MOWW records and material of historical value will be stored. The Hoover Institution will not accept any additional material.
- 5) Formalize presentations of plaques with the Harry S. Truman Presidential Library & Museum in Independence, Missouri; The National Medal of Honor Museum Foundation in Arlington, Texas; and The MacArthur Memorial and Museum in Norfolk, Virginia.

- 6) Continue to research and author “Companions of Distinction” articles.
- 7) Create a presentation of MOWW Medal of Honor Companions for the national website.

FOR THE GOOD OF THE ORDER

**HPM Charles W Bennett**  
Historian General, MOWW



## COMMANDER, REGION I ANNUAL REPORT

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**REGION I STAFF:** LTC Fred Maguire, Deputy Region Commander; LTC David Anderson, Region Adjutant & Treasurer; CAPT Harry Weinberg, MA Dept Commander, & LTC Dennis Christo, Former Region I Commander.

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

### 1. MOWW REGION I - OVERVIEW:

- A. Region Chapters: Many of the Region I Chapters are founding chapters of the Order. The Greater Boston (MA), second oldest in the Order, was chartered in 1919, as was the MG Joshua Chamberlain (ME). The Worcester (MA) Chapter was chartered in 1925. All seven chapters in Region I are active but limited in holding physical meetings. The Greater Boston Chapter is the only large chapter in the Region and has extended a hand to support the other Region I Chapters. Granite State Chapter (NH) has been very innovative by conducting Zoom hybrid meetings with outside speakers, and that is a realistic method to help small chapters to gather fellow companions into a meeting format. Chapter leadership succession continues as the strongest challenge in Region I. Regular contact with chapter commanders through bi-monthly virtual "Commander Call" meetings were continued and have ensured excellent communications among the key companions of the Region. Five of seven Region I Chapters have been successful in recruiting, with two exceeding the suggested goal and two not recruiting any new companions. Region I net membership the past year decreased by 5 companions. As MOWW Patriot membership contributed directly to chapter activities and comradery, it needs to be tracked. The MOWW Patriot program appears to be a promising and an excellent source of increased participation, and potentially may assist in future member recruiting efforts. Region I veteran percentage is the highest in the Order at 86.%, with all seven chapters indicating greater than 75% veteran membership.
- B. Leadership: Although each of the seven chapters of Region I Chapters have shown improvement, the issue of leadership sustainability is an increasing concern, with two-chapter commander having tenure of greater than 10 years (Worcester & Chamberlain). Having each chapter focus on "doing one thing well" this year, has been positive overall, and has minimized the negative mind set of not being able to meet national standards, better suited for large chapters. However, it does not fully address each chapter's issues of recruiting, companion involvement, and conducting worthwhile activities. Each of the Region I Chapter Commanders has exhibited strong leadership and continues to develop a strong cohesive bond in working within chapter and Region. Bi-monthly contact and communication with the chapter commanders and staff by means of two physical meetings during the year, and four virtual meetings via Zoom, continues to increase cohesion among the chapters. The Greater Boston Chapter's companions have continued to extend active support to the other six small chapters of the region. The Worcester (MA), & General Joshua Chamberlin (ME) chapters continue active, on-going face-to-face meeting programs. The Granite State Chapter, a small chapter at risk of closing four years ago for inactivity, has been innovative in holding hybrid meetings with outside speakers and expanding the involvement of others,

thanks to the leadership of its commander, LTC James Marques. The Green Mountain (VT), Granite State (NH), and Cape Cod (MA) Chapters have demonstrated improvement through increased activity, meetings, and planned activities. The Narraganset Bay (RI) Chapter is considered a chapter "At Risk", due to a low level of chapter activity. Its commander has indicated he will step down as its commander, due to personal issues. This chapter, previously operating at a high level, now operates with minimum activities. It continues to meet its youth leadership requirements and continues to identify potential new leadership.

- C. Communication: The MOWW Region I Website needs to be upgraded, and should be integrated with the National MOWW Website. Most of the chapters in region I are weak in social media and do not sufficiently publicize their activities, for example in press releases.
- D. Connecticut: There is a current need to establish a MOWW Chapter in Connecticut. Approximately twenty years ago, there were two MOWW Connecticut Chapters in Region I. Upon their closure, their chapter membership, residing in Connecticut, was distributed throughout the order to adjoining and MOWW BG Bultman Chapters. Region I was able to hold \$1,600 of the former Connecticut chapter funds in escrow. In spite of extraordinary efforts by the MOWW adjoining chapters, Connecticut youth leadership organizations are not being properly supported. Currently there are 3 ROTC, 12 JROTC, and countless scouting organizations in Connecticut, being partially supported by the Rhode Island, New York, and Worcester Chapters. There is a strong possibility of organizing or resurrecting a MOWW Chapter in Connecticut. Three MOWW companions, living locally, have been identified as candidates for the potential leadership in a revived chapter. MOWW has indicated a strong desire to support the re-establishment of the Connecticut chapter. There are currently enough MOWW Companions, with Connecticut residences, to meet the minimum number of companions (10) to sustain an MOWW Chapter. The right leadership, but chapter, region, and individual concurrence to participate will be required first. Region I continues to support the two MOWW Satterlee Awards at the US Coast Guard Academy, New London, CT, with the latest presentation having occurred on 21 May 2024.

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

**(SG)** = Strategic Goals: **(O)**; **(A)**; **(C)**; **(M)**; **(F)**; **(S)**;

**(O)** – Outreach; **(A)** – Alliances; **(C)** – Communication; **(M)** – Membership; **(F)** – Financial; **(S)** – Sustainment;

- A. The Greater Boston Chapter (MA) - LC (EE): Meets MOWW Strategic Goals. Commander, COL Raoul H. Alcalá, for four years, has continued an active program of monthly meetings with guest speakers, supported by monthly staff meetings, strong youth leadership outreach, and active support of patriotic activities. The chapter leadership and staff have maintained a high level of participation and activity in its programs. A guest speaker presentation was held at eight of the ten scheduled chapter meetings at the "Historic Union Oyster House", Boston, MA. Cadre and cadets/midshipmen from all of the senior university ROTC and representative JROTC programs are invited to attend a chapter luncheon meeting as guests of the

Chapter, and all senior ROTC programs in the area do, in fact, take advantage of this invitation. The presence of ROTC cadre and cadets/midshipmen has become a routine feature of Greater Boston Chapter meetings. It can confidently be said that the chance to meet and speak with those younger active-duty cadre instructors, and soon-to-be commissioned officers is equally attractive to our members as a regular feature of the Chapter's meeting schedule, and for these ROTC guests has become an annual social element of their ROTC programs whereby outstanding cadets/midshipmen are honored with these invitations. Normally, one local high school JROTC program is also selected for a similar invitation, and instructors and cadets/midshipmen attend with evident great enjoyment. The meeting attendance has significantly increased due to MOWW Patriot participation. The Greater Boston Chapter scouting award program support continues by supporting the majority of Boy Scouts of Eastern Massachusetts who attain Eagle Scout status (Mayflower & Spirit of Adventure Councils) and 100% of all Girl Scout Gold Recipients. The Greater Boston Chapter publishes a detailed and comprehensive monthly newsletter eleven times a year and publishes other Region I chapter information. The Greater Boston Chapter continues to offer and extend support to other chapters in the region. There is a need to supplement Greater Boston Chapter finances because the current scope of its activities cannot be supported by the projected MOWW Perpetual Dividend distributions. A successful fund-raising campaign was conducted this year, and this will likely have to be repeated in the future.

B. Worcester, (MA) – SC (ME): Needs to improve MOWW Strategic Goals (F) & (S).

The Worcester chapter continues to maintain an active program for its companions and meets its objectives. LTC David Anderson has been its commander for almost 10 years and is an example of how a small chapter commander may continue to demonstrate strong leadership. LTC Anderson continually extends himself to help others and stay connected with Regional and National matters. The Worcester Chapter is our Region's best example of a small chapter making effective use of its resources, and continually improving with a limited staff. It meets requirements and conducts both staff and chapter meetings. Outreach youth leadership programs have been maintained by this Chapter and have been expanded to the JROTC programs in both Western Massachusetts and Connecticut, where we have no MOWW chapter. Member communication is conducted through e-mails and regular communication. To sustain a strong chapter program execution, the Worcester Chapter needs to develop a leadership succession plan, as LTC Anderson's current health issues suggest the need for a new chapter commander to relieve him of the burden of leadership. There is also a need to supplement MOWW Perpetual dividends because this Chapter also has commitments that cannot be supported by projected dividends and current sources.

C. Cape Cod, (MA) – SC (BE): Needs to improve MOWW Strategic Goals (F) & (S).

Cape Cod Chapter Commander HPM Peter Nee, has reinvigorated a previously underperforming chapter. In spite of the location of Cape Cod in a small resort-related area, HPM Peter Nee's enthusiasm and new ideas will improve chapter activities and recruiting by holding activities jointly with other veteran-related and paternal organization in the Cape Cod area. Active recruiting has continued and planned chapter activities are held together with other organizations. Youth leadership outreach for ROTC/JROTC has been reestablished, but the Scouting America Cape Cod Council support needs to be reestablished. Currently the Cape Cod Chapter is no longer underperforming. New members and conducting joint activities with other organizations have

improved chapter visibility significantly. There is a need to supplement MOWW Perpetual Dividend to support the revived programs of this chapter.

- D. MG Joshua Chamberlain Chapter, (ME) - ME (BE): Needs to improve MOWW Strategic Goals (M), (F) & (S).

The Maine Chapter continues with an active program of meetings and activities. Its efforts have been annually recognized at the past several MOWW Conventions with MOWW small chapter awards in the categories of ROTC Support, Veteran's Affairs, and Scouting Programs. In spite of Maine's large area with limited and sparse electronic communications, Chapter Commander, CPT Alan Johnson, USA (Ret.), has maintained regular contact with companions throughout the state. He has demonstrated strong leadership and dedication to the MOWW Program. The chapter's outreach efforts have increased, especially in support of its scouting programs, and Wreaths Across America initiative. In consideration of the Chapter Commander's eighth year of tenure, the passing of former Commander and supporter, COL Robert Barton, and little recruiting, chapter sustainment is an increasing concern regarding the future of the chapter. The chapter can continue at the current level for the near term, but needs additional active, supporting members in the near future to remain viable. As CPT Johnson has been funding chapter activities personally, there is a need to supplement chapter finances due to a MOWW Perpetual Dividend shortfalls.

- E. Green Mountain Chapter, (VT) – SC (ME): Needs to improve MOWW Strategic Goals (F) & (S).

The Vermont Chapter's commander, BG (VT) Thomas O'Donovan, continues to fully support Vermont's MOWW youth leadership, patriotic, and members' objectives. Chapter meetings are now being held, and recruiting and member participation have increased. Youth leadership recognition activities have been maintained, and one of the 2024 MOWW National YLC students was directly supported by the Green Mountain Chapter's efforts. Former Chapter Commander, LTC Mike Jarvis, continues to manage the Norwich University / Region I Youth Leadership Program which involved almost 100 high school students the past year. We hope that future chapter leadership will develop from the Norwich YLC relationship. The Region will work closely with Mike Jarvis & Norwich University to ensure the MOWW YLC Program continues. There is a need to supplement chapter finances due to a MOWW Perpetual Dividend shortfall.

- F. Granite State Chapter, (NH) – SC (ME): Needs to improve MOWW Strategic Goals (M), (F) & (S).

The New Hampshire Chapter's commander, LTC James Marques, has recruited new companions in the past, but has failed to do so in the last year. It needs to be emphasized that with the passing of former long term chapter commander, LTC Joseph DeChant a difficult transition must be pursued. Although this MOWW Chapter is no longer an MOWW "At-Risk" chapter, it needs to keep up its recruiting efforts. LTC Marques is taking full advantage of a virtual/hybrid meeting format for bringing in outside virtual speakers, taking full advantage of the limits and restrictions of a small chapter. This is an excellent example of what a small chapter with limited resources and personnel can do. New Hampshire's youth leadership recognition activities continued to be maintained and expanded. CPT Denise Dechant, chapter treasurer, continues her excellent service in supporting current chapter activities and awards. There is a need to supplement chapter finances due to a MOWW Perpetual Dividend shortfall.

- G. Narraganset Bay Chapter, (RI) – SC (BE): Needs to improve MOWW Strategic Goals (A); (C); (F); (S);

The Narragansett Bay (Rhode Island) chapter's commander, Col Leo Fox, has demonstrated strong leadership, but still has had difficulty in attracting or involving new companions. Col Fox's leadership will end shortly due to health concerns. He is a dynamic leader with many excellent insights with a primary focus has been on getting others to participate and support its youth leadership recognition efforts. In spite of all his efforts and some new members, chapter meetings have not been held, because its current level of active membership participation is minimal and insufficient. Col Fox's leadership deserves to be supported! There are several potential candidates and with additional support, we can establish leadership succession, and resume chapter activities. With the efforts that are being expended, we anticipate improvements. This is still a chapter "at risk" until it addresses its immediate succession and sustainment issues. There is a need to supplement chapter finances due to a MOWW Perpetual Dividend shortfall.

### 3. NORWICH / REGION I YOUTH LEADERSHIP PROGRAM

The MOWW Region I / Norwich Youth Leadership program (YLC) scheduled a three -day (Friday afternoon to Sunday afternoon) program in January & March 2024. The January program was cancelled due to low enrollment, but 96 students participated in the March Program, in spite of it being scheduled on Easter Weekend. Norwich University, under its admissions office, provides the logistics, support, liability coverage for the Leadership Challenge Weekend with 10-12 Norwich Cadets as cadre, based on physically challenging events; water survival instruction; climbing wall practice; and a leadership reaction course for YLC students. The YLC component is conducted by its director, LTC Michael Jarvis, supported by BG Tom O'Donovan, and often a third instructor from within Region I. The MOWW YLC Component consists of seminars on citizenship, leadership, free enterprise, a patriotic knowledge test, Personal Financial Management, Honor & Ethics, Cyber Security, and a briefing on The Citizen Soldier. MOWW Region I, with the active support of Norwich University, has supported this highly successful and award-winning activity for an enrollment of almost 1,100 students over the past 14 years. One of the sixteen MOWW National YLC participants this year graduated from the Norwich. MOWW YLC Program. The overwhelming majority of YLC participating students are recruited through Norwich's University's efforts. Few YLC students come from Region I's local chapter recruiting as it is difficult to obtain reach students who might become participants because local schools do not encourage access. The best source of Region I YLC students still comes from the JROTC Program. With the consistent turnover of Norwich YLC personnel and leadership, and possible replacement of LTC Jarvis, the future of this highly successful is uncertain. The Norwich/MOWW YLC Program is the most cost-effective program in the ORDER at an average out of pocket cost of approximately \$15.00 per student participating. Most of the YLC funding comes from the MOWW student reimbursement, with region/chapter assessment as required.

### 4. MOWW REGION I – SUMMARY

- A. Region I has not met its MOWW sustainment membership level this year! The primary chapter focus has been on integrating and involving previously recruited companions and recruiting and involving MOWW Patriots. Membership will improve with this focus on chapter activity. We still are far from where we need to be to have viable and sustainable chapters. Although there has been significant improvement the past year, two small chapters in Region I continue to be potentially an "At Risk". Region I bi-monthly communication, utilizing virtual communication via Zoom, has ensured a timely close cooperation and an issue resolution process. The primary small chapter survivability issues facing Region I are leadership succession and membership

sustainment. The MOWW Strategic Goals are emphasized and noted in every MOWW Region Agenda. Although the primary focus has been on chapter activities and resulting comradery, companion recognition needs to increase.

- B. Chapters and companion communication in Region I has continued to improve. The virtual meetings “Commander’s Call” via Zoom are now an integral part of Region I chapter communication and support. Region I plans to procure a Zoom Contract to further support Region I chapter communications. However, limited internet availability in northern New England in Vermont, New Hampshire, and Maine restricts virtual communication. The small chapters are using virtual communication for regular communication and staff meetings, whenever possible. Note Consistent with the six MOWW Strategic Goals, it is extremely difficult for small chapters to meet the same standards set for larger chapters. We will continue to emphasize “doing-one-thing-well”. The key issue facing all six small chapters is membership and leadership sustainment.

## 5. MOWW REGION I – CONCLUSIONS

- A. Region I Chapters have made significant improvements in all areas the past four years:
- B. “At Risk” chapters, noted previously, are conducting meetings, recruiting, and working on future sustainment. C. The future priority is to support the “At Risk” chapters (Rhode Island and Maine Chapter).
- C. Sustainment - Recruiting must improve to maintain membership sustainment.
- D. Leadership succession – Two-chapter commanders will need a replacement, due to personal issues in the near future, and one chapter commander urgently needs support.
- E. Communication – Chapter communication and cooperation remains strong through regular region meetings and utilizing the Boston’s Chapter’ monthly newsletter.

## 6. MOWW REGION I – RECOMMENDATIONS

- A. Connecticut – There will be a MOWW Chapter in Connecticut. Several MOWW Companions in or near Connecticut have shown an interest. As there are over 15 MOWW Companions with a Connecticut address, support from MOWW, Region & assigned chapter commanders, and the individuals themselves will increase the feasibility of having an active Connecticut Chapter. MOWW Region, I holds \$1,600 in escrow for a future Connecticut Chapter.
- B. Patriot Program – The recent introduction of the MOWW Patriot Program has increased chapter activity and support. MOWW needs to show stronger support for this program (like, tracking, ID card, Name badge, etc). Region I will actively support implementing this.
- C. MOWW Membership -The MOWW Membership structure needs to be revised. Active recruiting is only undertaken by too few. A potential change to allow enlisted veteran members will help, but unless more companions recruit new members, the overall membership numbers will not significantly increase. We need membership changes now, before our membership decreases further, and will decline to an unsustainable level.

- D. Chapter Funding – The significant reduction of the Perpetual Dividend requires each chapter to obtain additional funding. Each chapter will have to revise the source of its finances, possibly instituting chapter dues, fundraising, or otherwise finding donations.

FOR THE GOOD OF THE ORDER

Lawrence A. Willwerth  
COL (MA), Retired  
Commander, MOWW Region I

## COMMANDER, REGION II ANNUAL REPORT

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### 1. Overall, Region Status:

Region II consists of the states of Kentucky, Indiana, Ohio, Michigan, Illinois, Wisconsin, Iowa, Minnesota, South Dakota and North Dakota. There are three chapters in Kentucky, one in Illinois and one in Michigan. The region now has two very active chapters and three barely active chapters. Region II officers are Commander: BG Charles D. Estes, Scout Coordinator: COL Walt Meinshausen,

Region II has five chapters, all of them supporting the CINC's goals to varying degrees and faithfully executed the tenants of the Preamble to the best of their ability. The accomplishments of the chapters surpass what would normally be expected by the actual number of active companions. The general problem still continues to plague the region, and probably the Order, is the advance aging of our companions and apathy. We are attempting to get an influx of new and young blood, but it continues to be a tough uphill struggle.

### 2. Region Summary

#### Successes

#### A. Recruiting

- Chicago Chapter has recruited at least 7 new Companions. Detroit and Ft. Knox have recruited 1 each. Louisville and MG Butler Chapters zero.

#### B. Outreach

- Chicago, Detroit and Ft. Knox are very active in ROTC/JROTC outreach. Louisville and MG Butler have provided financial support to Ft. Knox for ten ROTC Advanced Camp graduations.
- Ft. Knox has agreed to support 1 Honor Flight chaperone.
- Chicago awards the top Basic Training graduate for each cycle at Great Lakes Naval Station.
- Chicago and Ft. Knox each supported 1 YLC.
- Ft. Knox, Louisville and MG Butler each held Massing of the Colors ceremonies
- Ft Knox hereditary member Judge Kim Shumate started and oversees the Hardin County Veterans Court. This program provides court-supervised treatment for Veterans as an alternative to incarceration and supports them with services to address the issues that contributed to their criminal behavior.
- Ft Knox provided funding and manpower to locally support the laying of over 7,500 wreaths from Wreaths Across America.
- Ft Knox participates in and almost totally runs the program during the Vine Grove, KY Veterans Day parade.

#### Communication

- Region communication with and between staff and chapters seemed almost continuous.
- Ft Knox submitted a National Citations for one of their companions.
- Ft. Knox awarded one Silver and three Bronze Patrick Henry plaques.



#### Administration

- Chapters completed their IRS filings, Chapter mid-year Activity Reports, Chapter Action Plans, and end of year Chapter Annual Reports (CAR),
- No active departments. None needed.
- The Region team completed 15/23 goals in the Region Action Plan.

#### Challenges

##### Health

- Key leaders passed away and others have major health issues. Need new commanders for Detroit and Louisville for these reasons.

##### Succession

- Major succession challenges in many chapters and the Region.
- The Region has two of four elected positions vacant.

##### Region Commander Visits

- I attended all the Fort Knox, Louisville and MG Butler meetings, and 1 each for Chicago and Detroit. (22 of 29 available meetings)

##### Fundraising

- We have some ideas, but much more creative and continuous effort is needed.

##### Strategic Plan

- Continue to assist chapters in creating CAPs and completing CARs using Annex B.

##### Recruiting

- New veteran and younger companions needed. A lot of fish in the sea, very little biting. Lapsed members need to rejoin.

### 3. Assessment of progress toward achieving Strategic Goals

- **SG1.** Several chapters have worked successfully on outreach programs while the other chapters still need a plan.
- **SG2.** No chapter has formally allied with any strategic partners, although Chicago and Ft. Knox have done some informal partnering.
- **SG3.** Ft. Knox has worked hard on visibility in the community as mentioned in successes in part 1.
- **SG4.** Chicago has done a good job, while all other chapters need work. All chapters have exceeded the 75% Veteran Companion threshold.
- **SG5.** Discussions but no concrete plan to date.
- **SG6.** All chapters meet the monthly meeting requirements. Several chapters have increased outreach. Ft. Knox has awarded some of its Companions. Succession Planning is inadequate throughout the Region.

### 4. Conclusions

- The Region must recruit more leaders to fill chapter and region positions by creating a cultural and mindset change with the expectation of moving into the next higher positions.

- Commanders and staffs need more assistance with administration of their chapters, including awards, website use, and outreach. They need information in order to better lead their chapters.

**5. Recommendations for National HQ**

- Submit a proposed Constitution and Bylaws amendment to change the National Convention process to a hybrid online and in-person voting process. When less than 10% of the Order, convention attendees, decide the fate of the Order, this causes resentment.
- Conduct periodic national recruiting drives with financial incentives and other appropriate recognition.

FOR THE GOOD OF THE ORDER

Charles D. Estes, BG, USA (Ret)  
Commander Region II, MOWW

## COMMANDER, REGION III ANNUAL REPORT

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### Overall Region Status:

Region III consists of the four states, Delaware, New Jersey, New York and Pennsylvania and five Chapters, Delaware, LTC Shehab, LTC Roosevelt, GEN Ridgeway, and Philadelphia. Officers include VCINC-Colonel Loren Weeks, Region III Commander- Colonel Joe Kirlin, III, Vice Commander-COL Robert Reese, General Staff Officer-LTC Carl Witte, Pennsylvania Department Commander- LTC Mary F. Louderback, DE Department Commander- HPM Kevin Noonan, New Jersey Department Commander- LTC Bill Rapp and New York Department Commander currently vacant. This year the region has focused on recruiting and planning for the National Convention in August. There have been two changes of Chapter Commanders.

**Delaware.** LTC Carl Witte is the Commander of the Delaware Chapter. Currently, the strength of the Delaware Chapter is Veterans Affairs. Chapter Companions have been actively involved in many veterans' support programs. Active participation include Wreaths Across America, POW\MIA Chair dedications, Flag Tour, Vet Day, Welcome Home Day, participation in Memorial Day activities, and Our Community Salutes (recognizing new service members). Student educational programs that teach about the service and sacrifices of service members, and presentations on the history and significance of the American flag. Three Companions and three Patriots are members of the Board of Directors on the Delaware Military Heritage Education Foundation/Delaware Military Museum.

Twelve Junior ROTC medals of merit were awarded to cadets. Six medals of merit were awarded at Senior ROTC cadets. The Chapter provides assistance and awards to a local Sea Cadet unit. One student attended the YLC at the Freedoms Foundation. Four Eagle Scout certificates were awarded this year. Certificates of Commendation have been presented to two Koran War veterans, and to two persons for services supporting veterans.

**New Jersey.** BG Jeffrey Pierson is the Commander of the Alfred Shehab New Jersey Chapter. LTC William K. Rapp is the Vice Commander. The Chapter has an active Awards program and presents numerous Eagle Scout Awards, ROTC/JROTC awards and MOWW Certificates and/or Plaques of Appreciation to deserving Scouts, Cadets and individuals throughout the State of New Jersey. In 2023, the Chapter received the Pershing Award as the top small chapter in the Order. Chapter meetings included interesting guest speakers held at the Sea Girt Milicia Museum. The Chapter newsletters contain informative updates by BG Pierson on topics about National Security. LTC Rapp is the organizer for the annual Hann-Buswell dinner and serves as the Sergeant-At-Arms during the Convention business meetings. The Chapter has been instrumental in supporting the upcoming National Convention in August by providing support to the Registration staff.

**New York.** LTC Paul Farinella is the Colonel Theodore Roosevelt New York Chapter. The Colonel Theodore Roosevelt MOWW Chapter of NY, a small chapter, continues to support the overall strategic goals of MOWW. In the 1st two quarters of OY23 we recruited 4 new companions, who assist the chapter with youth outreach in many parts of NYS. We have an active JROTC and ROTC awards presentation schedule across NY state. We excel at presenting BSA Eagle certificates presenting over 80 by the end of June 2024. Having a companion on the LI BSA Council, gives us a heads up on new Eagle ECOH months ahead of when they are scheduled. Likewise, our GSA gold award presentations have increased as the local GSA councils and the chapter have a great working relationship. We continue to present MOWW awards and chapter created medallion shadow box awards to deserving companions and have created many Chapter certificates of Recognition for individuals who deserve to be recognized.

In addition, chapter companions attended the Arlington wreath laying ceremony each 11 Nov on Veterans Day, attend the annual MOWW NATCON in April, lay wreaths in Dec and post flags on Memorial Day in May at cemeteries across NYS. We are working diligently with NY Groups of the NY Wing of the CAP in hopes of them helping us attain a MOWW-CAP National affiliation. Three of our companions are affiliated with local NYS Camps of the SUVCW so, our chapter is also involved with Civil War ceremony rededications of new or replaced VA headstones for Civil War Veterans across cemeteries on LI and the greater Hudson Valley in upstate NY. Last April the chapter had a field trip /meeting/luncheon to see General Washington's historic headquarters in Newburgh NY which permitted upstate companions to attend and meet the VCINC for Region III and the Region III Commander and his spouse. The Roosevelt Chapter will strive to hold a YLC in OY 24 as we continue to expand out Outreach programs with young adults.

**Philadelphia.** COL Joe Kirlin is the Philadelphia Chapter Commander. This year the Chapter sponsored one YLC at the Freedoms Foundation with an enrollment of 57 students and provided 28 scholarships. Four YLS's were held in the Greater Delaware Valley with an enrollment of 98 students. The Chapter supports 75 JROTC units stateside and 11 more in Europe and 35 ROTC units for Patriotic Education and awarding of Medals of Merit Awards. The Chapter provided 7 scholarships to ROTC students. The Scouting Outreach programs, Boys and Girls are active and growing. It issued MOWW recognition certificates to 9 Eagle Scouts and 47 to local Girl scouts achieving their Gold Award. It also awarded one certificate to American Heritage girls for its Stars and Stripes program. Its Veterans outreach and Community Action Programs has grown. It collaborates in programs and supports, AUSA, Main Line Vets, Delaware County Vets, Daughters of the American Revolution, Sneakers for Soldiers, and the Chapel of the Four Chaplains. The Chapter swore in 9 new perpetual members and recognized one deceased veteran with a perpetual membership. It continues to make recruiting its top priority. The Chapter has also focused this year on the planning for and hosting the upcoming National Convention in August.

**Pittsburgh.** Colonel George D Ehringer is the new Commander of the GEN Matthew B. Ridgway Pittsburgh Chapter. COL Bob Reese, Vice Commander, is the Chapter and Region webmaster, author of the newsletter and manager of Chapter operations and activities. The Chapter was active in youth leadership sending 8 students to the YLC at the Freedoms Foundation/Founding Forward and presented four Eagle Scouts certificates upon their attaining the Eagle Scout Award. The Chapter is also active in the Senior ROTC and Junior ROTC awards program. It is also active submitting articles to Officer Review and was successful in having two articles published in the Officer Review. It has a growing outreach program issuing 25 certificates to members in the community and recognized 2 World War II vets on their 100th birthday. It has a strong retention program having three members convert to perpetual membership. It also has a strong internal Awards program for its members.

FOR THE GOOD OF THE ORDER


COL Joseph P. Kirlin III, USA, Ret  
Commander, Region III

## COMMANDER, REGION IV ANNUAL REPORT

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1. In rendering this End-of-Tour and Annual Report, I am reporting as the Commander of Region IV and as a General Staff *Emeritus* of our Military Order. To set the stage, CINC BG Victor S. Pérez, USA (Ret), asked all Companions to focus on outreach programs. Local community-focused outreach programs administered by chapters represent our Order's core mission. As we pursued those programs, the CINC rightfully reminded us that "What you don't touch, won't happen," i.e., growing and hands-on volunteerism makes all good things happen. This guidance shaped Region IV's OY 2023 programs and activities. This OY has been 12 months of successes and challenges for Region IV, with both of them shaping trends and outcomes, and influencing the future. Happily, we have very talented and selfless Companions in Region IV who bring innovation, vibrancy, and teamwork to their respective chapters. These Companions and the programs they lead, manage, and execute are inspiring and create hope. At the same time, we clearly don't have enough volunteers—and haven't them for years. We must remedy this.
2. To begin, we had two successful Region IV Conference—April 2023 (at which time we had region elections) and November 2023—and we'll have a third conference later this month (June 2024), at which time we'll again hold region elections. We also published two informative Region IV newsletters ("Talking Points"), that promoted region guidance, general awareness, Companion training, and chapter accomplishments. These newsletters not only recapped conferences, they also provided training (e.g., region, department, chapter roles and responsibilities), showcased chapter initiatives, and outlined national committee-initiated support available to chapters. They also reinforced the region focus, i.e., strengthening foundations via chapter roster accuracy, internal communications and publicity, volunteerism, recruiting, outreach programs, Chapter Action Plan, awards and decorations, chapter initiatives and best practices, and lessons learned.
3. All successes and progress, our future, is or will be only due to the direct engagement of Companions who selflessly volunteer to organize, plan, execute, and iteratively enhance our Order's mission capabilities and outcomes. I wish I could say that recurring volunteerism is due to the involvement of the entirety or even a majority of our members, but I cannot. Instead, a very small minority of Companions do the work of Region IV and our Order. This conclusion was reinforced by the seminal study by COL Ken McCready, (Commander, General Meade Chapter) and the general experience of the chapters in Region IV. The lack of volunteers is at the heart of our personal frustrations and organizational constraints. So, too, is low involvement, which is why we don't have chapter meetings in some cases and we have too few attendees when we do have meetings in other cases.
4. Another fundamental issue is ensuring all chapters have all MOWW Policy Manual-required sworn chapter officers (commander, adjutant, treasurer, and newsletter editor) and other team members—without multi-hatting. Our studies concluded that multi-hatting is at best an expedient, so it should be used only be for the shortest period possible—so that approach does not become a habit. Overlong tenures in position and multi-hatting, which unfortunately is our habit, is a direct result of having too few volunteers.
5. Succession planning is also a fundamental activity, without which the organization stagnates. It helps refresh leadership, develop assistants and forms teams, e.g., the outreach programs and newsletter staff. It underwrites the chapter's future. As a former chapter commander

astutely observed, “During my term as a Chapter Commander, I learned it is very difficult to move the chapter forward with only one person.” This led to the development of the Succession Planning model below:



**★ REGION IV ★**  
MILITARY ORDER  
OF THE WORLD WARS


### NAME OF CHAPTER - SUCCESSION PLAN

CURRENT POSITION	INCUMBENT NAME	REPLACEMENT NAME	FOLLOW-ON NAME	KEY MOWW POLICY MANUAL REFERENCES
Commander *				Ch. 5 (All); Fm 6, 19
Adjutant *				Ch. 5, Para C.1.c.
Treasurer *				Ch. 5, Para C.1.d.
Newsletter Editor *				Ch. 5, Para C.1.e.
Vice Commander **				Ch. 5, Para C.1.a-b.
Chair, Membership & Recruiting **				Ch. 5, Para C.3.a.
Chair, Patriotic Education **				Ch. 6, Para B.2.p., & C.3., App. F, G, H, I; Fms 10 series, 11 series, 12 series
Chair, Veterans Affairs **				Ch. 6, Para B.2.t. & C.3.; Fms 35, 38
Chair, ROTC **				Ch. 6, Para B.2.q.; App. J; Fms 34, 39
Chair, Scouting **				Ch. 6, Para B.2.f. & C.3.; App. K, Fms 14, 28
Chair, Pub Safety/Law & Order **				Ch. 6, Para B.2.h. & C.3.; App. L; Fm 31
Chair, Homeland Security **				Ch. 6, Para B.2.f. & C.3.; App. N; Fm 33
Chair, National Security **				Ch. 6, Para B.2. n. & C.3.; App. M; Fm 32
Chair, Memorials **				Ch. 6, Para B.2.k. & C.3.

\* Required positions per MOWW Policy Manual, Chapter 5, Paragraphs C.1.a., and C.1.c-e. These required positions should not be dual-hatted.  
\*\* Optional Positions: Other Officers & Staff (may be elected or appointed)

**REGION GUIDANCE:**

- Commanders should delegate program responsibilities to the Adjutant, Treasurer, Newsletter Editor, and Program Chairs IAW the MOWW Policy Manual and based on the applicable area of responsibilities and the resulting programmatic duties involved.
- The chapter volunteer base (depth and breadth) determines the number of the chapter's outreach programs based on the principle of capability-based scalability. Multi-hatting does not compensate for over tasking Companions
- Wingmen (i.e., assistants for program chairs) are needed to execute the program mission and to build a leadership and volunteer base, which underpins succession planning.



GEN MEADE CHAPTER • PRINCE WILLIAM COUNTY CHAPTER • MAGNEN WADE CHAPTER • NORTHERN VIRGINIA CHAPTER • HAMPTON ROADS CHAPTER • ROANOKE CHAPTER • VIRGINIA FREEDOM CHAPTER

For many years, this region struggled with having enough or any candidates to compete for region command. In fact, in OY 2022, there were no volunteer candidates for region command and so the Oversight VCINC was dual hatted as the region commander, clearly not a desirable situation. The following year, the region again had no candidates for region command, so I volunteered to fill that position for 12 months. Fortunately, this year we have one candidate, who will be elected to that post in the June 2024 Region IV Spring Conference. However, there should be at least two candidates for each elected office in MOWW so that we are not essentially “appointing” people to elected office and are instead having a genuine election of competing candidates, which is our nation’s democratic tradition.

- Within Region IV, we have a tool to help plan and manage to avoid the overreliance on the “heroic Companion,” i.e., that one person who some think will or can fix everything. Part of succession planning is to have programs that are not one-deep or one person dependent, to avoid institutionalizing leadership crises and Companion burnout. Succession planning is enabled by using the “Wingman Concept,” in which the assistants or team members are trained to support programs, or to move up within a particular program or in the chapter organization, is key. On the Succession Plan table on this page, Wingmen are listed under the “Replacement Name,” and “Follow-On Name.” Our chapters are increasingly using this tool.

7. Succession planning is also complemented by communicating on a regular basis with every chapter Companion via newsletters, phone calls, and more to establish and strengthen personal relationships between Companions within a chapter, which helps form a chapter team identity, a sense of companionable camaraderie, and a feeling of being needed. We don't want Companions to become uncared for "Lost Patrols" because we don't reach out to them, or because our contact is so infrequent that we lose track of how to reach them. Emails alone cannot do it.
8. Additional best practices used included what COL Vince Ogilvie (Commander, NoVA Chapter) generally calls "Billboards," i.e., each Companion being a walking advertisement via the wear of the Order's "colors," e.g., membership pins, polo shirts, baseball caps and, like his chapter, custom-embroidered vests, etc. Internal advertisement included such things as mailing Thanksgiving cards and sending new Companion welcome letters and congratulatory letters to recruiters, MOWW business cards and other items using QR-codes (Quick Response Codes), which can be read by a phone camera. "Wear the colors," as we say.
9. One issue prompting considerable discussion throughout the year concerned the rank requirements for Military Order membership. As we all know, our IRS designation requires us to be predominantly comprised of veterans, but our Order's Constitution restricts that further by only allowing a fraction of veterans to be veteran members, i.e., commissioned, warrant, and flight officers. Ultimately, the question for the 2024 MOWW Convention is should current membership restrictions continue, be modified in some limited way, or should the Order allow all veterans to be members? There is a proposed amendment that will come before the Convention, but it only partially addresses the issue by only allowing the top three enlisted grades in the older age groups as potentially being eligible for membership. Tracking and improving our demographics are vital, and the Order needs younger veteran members so that ultimately, our member average age is in the 40s and 50s—not the 70s or older. The Order is attempting to do that via MOWW Patriots and by using teenagers to do the work of Companions in certain chapters, but those are work-arounds. We need an "institutionalized fix" via an amendment that fully recognizes the Order's need to allow all veterans to be Companions to build a younger force.
10. At the beginning of this OY, Region IV had two departments, i.e., the Department of the National Capital Region, and the Department of Southern Virginia. However, after the former Commander of the National Capital Region unexpectedly resigned for personal reasons. We issued several calls for candidates, to no effect. Then, after asking the chapters to conduct elections to select a new department commander IAW the MOWW Constitution, the chapter commanders faced an identical result. Ultimately, the chapters indicated they could operate without a department commander and so the Department of the National Capital Region was deactivated. That left Region IV with only one department, i.e., Department of Southern Virginia. Fortunately, a highly-qualified candidate volunteered to fill that command position and will be formally elected to that post during the Region IV Spring Conference mentioned above—for the good for the Region.
11. Similarly, in April 2024, the Gen Meade Chapter tried to elect a new slate of officers, but no one stepped forward despite three being asked to serve. Consequently, the current commander began his fifth year in that role, and he is not alone in that length of tenure. As he said at the time, "...it is not good for our chapter or the Order to not distribute the responsibilities and experience of chapter leadership more widely. New leaders bring fresh perspectives, fresh energy, and a willingness to ask questions that old leaders don't. Moreover, as chapter leaders, Companions learn more about our organization and how it works and become qualified to take on positions of responsibility at the

department, region, and national levels of the Order. We quite simply are not developing the bench the way we ought to be doing. At all levels, it is often equally difficult to have enough volunteers to rotate incumbents in various positions, or even fill key chapter positions.

12. In the area of Youth Leadership Conferences (YLC), the General Meade Chapter and the Hampton Roads Chapter each manage and host a YLC, which is supported by Region IV chapters and others. They are model YLCs and for years have been emulated by others. In other areas, Region IV has been a leader in generosity, once again leading the Order in donations to the CINC solicitation. In August 2023, the General Meade Chapter again hosted the Annual MOWW Convention, it hosted its traditional Annual Holiday Gala in December 2023, and it hosted the Annual Pershing Memorial Ceremony at Arlington National Cemetery in November 2023. Similarly, the NoVA Chapter, a powerhouse of recruiting, outreach, and marketing, led the Order in recruiting, in advertising, and was notable in supporting the Women In Military Service For America Memorial (WIMSA), also known as Military Women's Memorial. Last, the Piedmont Chapter has long been a leader in local community engagement in the SW Virginia area. Other chapters have been pursuing initiatives in areas with little MOWW presence, e.g., the Roanoke Chapter's work expanding outreach at several locations in North Carolina, the Annual High School Drill Competition co-sponsored the Hampton Roads Chapter and Bethel High School, and the Prince George's County Chapter hosting the Fall 2023 Region IV Conference.
13. Two chapters have struggled mightily this past year, with one of those voting to close.
  - a. First, the Richmond Chapter has been inactive for over three years. In 2023, a new commander, adjutant were sworn in. The other chapter officer, the treasurer, continued in office. No meetings or other activities were either planned or occurred. In March 2024, the commander resigned, as did the adjutant (due to medical reasons). At that time, and in coordination with the chapter treasurer, the chapter's Companions were polled about closing the chapter and distributing the remaining assets. In the letter to each Companion, a response form and a self-addressed, stamped envelope were provided. Each of the 39 living Companions received this correspondence. All but one of the respondents voted to close the chapter and one respondent abstained. In June 2024, I sent a letter to HQ MOWW requesting the chapter be closed.
  - b. Second, the Maj Gen Wade Chapter continues to struggle to interest its aged membership to attend meetings, volunteer, or participate in any way. Several people did contact each chapter member personally, but they were met with little or no interest due to age, personal circumstances, or other reasons. The chapter did attempt to have several meetings by Zoom, to essentially no effect. This points out the need to reach out to Companions via direct, personal communications vs. relying solely on electronic forms of communications to learn of their experience, skills, etc., and to determine where their interests lie.
14. In closing, Region IV and our Military Order have a strong heritage, mission set, and wonderful members who can achieve anything they set their mind to. It has been a pleasure to serve the Companions, Region IV, and our Order in fulfillment of its MOWW's Preamble.

FOR THE GOOD OF THE REGION AND THE ORDER

ARTHUR B. MORRILL III  
Brigadier General, USAF (Retired)  
Commander, Region IV



## COMMANDER, REGION V ANNUAL REPORT

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### 1. Region Summary:

Overview: Region V is currently a mix of highly successful chapters as well as chapters whose leaders are doing the incredible and difficult work of keeping their organizations in viable positions, despite facing significant challenges on all fronts. Each of the region's seven chapters, their commanders, and leaders are to be commended for making invaluable contributions to their communities over the past year and previous years; for their magnificent efforts in strengthening the Order with their time, talent, and treasure; and for marching forward, undeterred, toward a successful future. I look forward to continuing my work with these dedicated patriot leaders, over the next year, as we continue this march together.

### SUMMARY OF SUCCESSES

#### Atlanta, GA Chapter

The Atlanta Chapter focused on adhering to the Commander-in-Chief's strategic goals for the year with special focus on executing outreach programs; improving the visibility of the Order; growing memberships and chapters; and seeking outside financial resources to increase local and national resources.

The Atlanta Chapter has been steadily growing in strength and viability, continuing to build on their track record of community outreach and support. The past year saw the chapter build upon their already ongoing efforts, further establishing their position in the local community. Their community service initiatives remain a top priority, with the chapter showing deep appreciation for the vital work done by community service organizations through various recognition and support programs. Just as importantly, the chapter has maintained a strong focus on supporting their personnel who are serving overseas, ensuring those brave individuals feel the full force of the chapter's gratitude and backing.

Membership recruitment has been a key area of emphasis, with the chapter working tirelessly to grow its ranks and return to "large chapter" status. This membership growth is crucial not just for the chapter's overall impact, but also for ensuring a strong pipeline of future leaders who can continue steering the organization in a positive direction. The chapter's Scouting and ROTC initiatives have also been thriving with expanded outreach.

The chapter's efforts to appreciate and support local law enforcement, firefighters, and other first responders remain a point of pride. A dedicated team of volunteers regularly cooks and provides food for special recognition events, ensuring these heroes know just how much their tireless work on behalf of the community is valued. Looking ahead, the chapter is actively seeking out new outreach opportunities, with a recent initiative to volunteer at the local USO proving immensely rewarding. There, chapter members provide food, comfort, and a warm welcome to service members passing through the Atlanta airport, offering a small but meaningful gesture of appreciation for their sacrifice and service.

#### Augusta, GA Chapter

The Augusta Chapter continues to produce a steady stream of highly successful, high-visibility, high impact community activities including its two-day Youth Leadership Conference, its annual Augusta-Central Savannah River Area (CSRA) Veterans Day Observance, and its annual Augusta-CSRA Memorial Day Observance. This year's Augusta YLC was attended by 26 students from 8 separate high schools, supported by a cadre of 15 volunteers, and with two special guest speakers: Brigadier General Welton Chase, U.S. Army (Ret) and noted Cyber Security expert, and Brigadier General Jeffrey Foley, U.S. Army (Ret), past U.S. Army Signal Center Commander and published author. The Chapter's Veterans Day and Memorial Day observances have produced large turnouts for the past 12 years and achieved similar success this year with each producing more than 500 guests, despite severe and inclement weather conditions. Guest speakers included Congressman Rick Allen of Georgia's 12<sup>th</sup> District, Mayor Garnett Johnson, Mayor of Augusta, and Major General Paul T. Stanton, Commanding General, U.S. Army Cyber Center and Fort Eisenhower. The events are anticipated by the local community with significant enthusiasm each year and continue to provide the Order and the Chapter with significant visibility and local news coverage.

The chapter continues to maintain and strengthen its partnerships with more than 17 local Veterans Service Organizations and patriotic community support groups, which first came together under the Augusta Chapter's leadership in 2017, to create and place a permanent Vietnam War Veterans Memorial in downtown Augusta. Partners include local chapters and posts of the American Legion, Veterans of Foreign Wars, Sons and Daughters of the American Revolution, Association of the United States Army, Military Officers Association of America, Augusta Woman's Club, and many more. Additionally, the Augusta Chapter was privileged to host the Region V 2024 Spring Conference – the guest speaker was Colonel Quin Herlik, U.S. Army (Ret), EX-POW Vietnam, and Chapter Companion – who was recently awarded the Gold Patrick Henry medal. The conference received impressive local news coverage and numerous social media posts.

#### BG Scott Chapter, Macon, GA

While the BG Scott Chapter is the smallest of our Georgia chapters with 13 members, this core cadre remains strong, continues to meet on a bi-monthly basis, publishes eight newsletters per year, and attends regional and department functions whenever possible. On a recent visit to the chapter, I was humbled to view the "Walls of Honor" photo gallery, dedicated to the memory and service of more than 250 U.S. military veterans. The gallery was coordinated, created, and maintained by the chapter's commander, Captain Theron Simpson, USMC (Ret), and is located within the Carlyle Place senior living center, where the chapter meets, and where most of the chapter members reside.

#### Knoxville, TN Chapter

The Knoxville Chapter continues to hold in-person meetings each month and has *never* missed a meeting, even when most organizations suspended their meetings during the COVID epidemic. Most meetings feature invited outside speakers. These individuals come from all military service branches. They discuss their own military experiences as well as current topics concerning their particular service branch. Whenever possible, invited speakers are individuals who are eligible for MOWW membership. Every eligible speaker is invited to join MOWW and one of them has recently done so. The Knoxville Chapter provided awards to 5 senior ROTC programs and 38 JROTC programs during the 2023-2024 school year and participated in a number of local military observances thereby increasing the visibility of the Order and Chapter.

#### Memphis, TN Chapter

The Memphis Chapter of MOWW had a successful year in achieving its recruitment goals, supporting 3 students' attendance of the Huntsville YLC, providing numerous JROTC awards, hosting a Veteran's Day Massing of Color, as well as sending delegates to the 2023 National Convention. The chapter is financially sound and looks forward to the coming year with attendance of the 2024 National Convention, another sponsorship of students to the Huntsville YLC, as well as another 10 November 2024 Massing of Colors. The Memphis Chapter recently presented a perpetual membership to a newly commissioned Army officer and continues to have dialogue concerning ways to enhance its service and visibility.

#### General Westmoreland Chapter, Charleston, SC

This small but courageous chapter continues to pull its weight and is home to some of the Department of South Carolina's most experienced and seasoned leaders including Commander Rudy Matzner, U.S. Navy (Ret), and Captain Frederick Massey, U.S. Navy (Ret), former Region V Commander. CDR Matzner recently celebrated his 90<sup>th</sup> birthday and we are grateful for his years of service! While chapter growth has been a challenge, the Region V Commander is working closely with CDR Matzner, throughout the summer, and during the next year to devise and execute strategies to increase chapter membership.

#### Columbia, SC Chapter

The Columbia Chapter is the smallest chapter within Region V and currently reports having less than 10 members, of which only three are active. There have been no activities to report, and I am working with the Chapter Commander, Lt Col Roger Rucker, USAF (Ret), and CDR Matzner to devise and execute strategies for increasing chapter membership and restoring the chapter's vitality.

#### SUMMARY OF CHALLENGES

Region V leaders recognize and acknowledge the critical challenges of recruiting and the vital task of placing trained and qualified leaders into the lines of succession. Many of the region's key leaders and members are now in their late 70's, mid-80's, and even early 90's. These conditions and demographics require recruiting, membership growth, and leadership succession to be the region's top priorities.

#### 2. Assessment of progress toward achieving Strategic Goals:

- A. Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities. Selected Metric from Annex B – Attachment B: "Are region commanders assisting chapters with recruiting new members?"

Yes. The region commander has identified "increased membership and recruitment" as the region's number 1 priority, as identified in the Region Action Plan, 2023-2025, and has engaged the Region V Department and Chapter Commanders in discussions and dialogue for how best to achieve this objective. The region commander is currently engaged in visiting all Region V chapters to emphasize the importance of this priority, to hear from the Companion membership, and determine what actions can be accomplished by the Region, Department, and Chapter commanders, over the next several months, to help bring this objective to fruition.

- B. Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities. Selected Metric from Annex B – Attachment B: “Are region commanders proactively assisting chapters in the development and execution of community outreach programs?”

Yes. The region commander has shared several presentations at the Region V Fall and Spring conferences highlighting examples of attractive, high-impact community outreach programs, which have been executed, or are planned for execution, within Region V and has encouraged region chapters to adopt and execute similar programs. These programs have included a “Day at the Capitol,” in progress and coordinated by the Department of Georgia Commander and Atlanta Chapter; the Vietnam War Memorial Initiative, coordinated and led by the Augusta Chapter, 2017-2019, resulting the placement of a \$150k Vietnam War Veterans Memorial in downtown Augusta, Georgia; and the coordination and execution of Memorial Day and Veterans Day observances. Additionally, the Memphis Chapter executed a highly successful Massing of Colors in November. We will begin sharing lessons learned from that event, as well as lessons learned from the Massing of Colors, held by the General Westmoreland Chapter in Charleston, SC, several years back. The Region V Commander will continue to provide encouragement, templates, and guidance for executing these successful high-impact outreach programs and will participate in their planning and execution, to every extent possible.

- C. Strategic Goal One (SG-2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission. Selected Metric from Annex B – Attachment B: “Have regions assisted chapters in developing partnerships with local veteran and non-veteran organizations that align with the MOWW mission?”

Yes. While each of our chapters has had varying degrees of success in developing strategic partnerships with local veteran and non-veteran organizations, the Augusta and Atlanta Chapters have perhaps had the most success. In 2017 the Augusta Chapter developed a partnership with more than 17 local veteran and non-veteran organizations who shared similar values and goals in alignment with the MOWW mission. These partnerships were initially formalized through local Memoranda of Understanding (MOU) between the Augusta Chapter and those like-minded organizations, have resulted in even stronger and more effective bonds over the past seven years, and continue to produce dividends for the community, for MOWW, and for the partner organizations. Similarly, the Atlanta Chapter has developed informal partnerships with the Order of Saint George and the National Sojourners. The Region V Commander will provide chapters with presentations on the history and development of such partnerships, their significant benefits, and how to begin, while visits to the region’s chapters continue.

### 3. Conclusions.

The Region V chapters within the Departments of Georgia and Tennessee continue to be in good health, are vital members of their communities, and demonstrate significant potential for growth. These chapters will continue to maintain good health and longevity by following their Chapter Action Plans, maintaining a proactive recruiting stance, and continuing to implement high-impact community outreach programs. While the Department of South Carolina chapters continue making positive impact, significant membership challenges continue. Persistent emphasis on high-impact visibility and recruiting activities may yet successfully leverage the existing chapters’ infrastructures, bring new blood into those chapters, and create new chapters. This will only be possible with proactive planning

and execution on the part of the Region V and Department of South Carolina commanders working closely together, which is very much anticipated.

4. Recommendations.

Region V's most important priority is the maintenance of our chapters' health, vitality, and membership. Subsequently, the Region V leadership must and will continue to increase communications, planning, and execution of high-impact programing with those chapters needing the most help, specifically those within the Department of South Carolina. Simultaneously, the Region V leadership will work diligently to maintain and grow successful relationships and operations with our chapters in the Departments of Georgia and Tennessee. Planning and communications are key, but commitment and execution will ultimately determine our level of success.

FOR THE GOOD OF THE ORDER

JAMES A. BRADY III, USA (Former)  
Commander, Region V, MOWW

## COMMANDER, REGION VI ANNUAL REPORT

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1. Region Summary: Region VI held two Region Conferences, one in October (virtual) and one in February (presential). The integration of the Puerto Rico and Florida Departments keeps growing, with four companions from Puerto Rico Chapter traveling to Sun City Center to participate of SCC Dining Out, the Region VI Spring Conference and a Youth Leadership Seminar. We held an additional virtual meeting in the month of May to discuss new and pending issues. Both the Department of Florida and Department of Puerto Rico had a very successful outcome on their recruiting efforts and their outreach programs. Efforts continue on the partnership with other Veteran Service Organizations across the region.
2. Assessment of progress toward achieving Strategic Goals:
  - a. Strategic Goal One: Region VI has promoted the involvement in local government activities in recognition and/or for the benefit of the veteran community. We have actively engaged the chapters in their recruitment efforts, achieving the recruitment of at least one member for this year in all chapters, except for one (6 out of 7). We held our Region Spring Conference at Sun City Center, and participated of the Youth Leadership Seminar hosted by Sun City Center Chapter. The region also submitted three candidates for the upcoming National Youth Civics Summit, with one attending. We encourage the identification and recruitment of prospect MOWW Patriots, which is steadily growing.
  - b. Strategic Goal Two: The chapters within the region are working towards the development of partnerships with veteran organizations and non-veteran organizations have been done at chapter level, based on the existence of those organizations in their respective area. We have encouraged the engagement with MOAA, American Legion, VFW, and AUSA, as well as with local counties and other government agencies, both in Florida and in Puerto Rico.
  - c. Strategic Goal Three: Region VI has encouraged all chapters within the region to stay within the boundaries established under MOWW guidelines for marketing and engagement strategies. We regularly receive electronic copies of the chapters' newsletters.
  - d. Strategic Goal Four: To this date, Region VI has accomplished a 90% of the recruitment goal established for the Operational Year. Four chapters out of seven, have reached a 100% or exceeded their assigned recruitment quota (Clearwater Chapter, reached a 200% of their recruitment goal, Northeast Florida Chapter a 150%, and the Puerto Rico Chapter a 125%). Two more chapters have recruited at least one new companion, and one (out of seven) has not recruited any companion on this Operational Year.
  - e. Strategic Goal Five: At least two chapters in the region have organized or are in the process or organizing golf tournaments as a mean of raising funds to support their outreach programs. Some chapters utilized draws during their membership meetings or collaboration with other organizations for the sell of tickets for draws or events, obtaining a kickback of the sales.
  - f. Strategic Goal Six: Region VI has a succession plan, with a new Region Commander and Department Commander for Florida to be installed. We also added a new position at the Region

Staff; a Patriot Education Program Coordinator, from Puerto Rico. All chapters, except for one, are engaged on their companions' recognition programs, and Region VI is in the process of recognition of several companions before the end of the operational year. In relation of the establishment of new cadres, we tried reaching out to Saint Thomas, USVI, for the feasibility of establishing a cadre, but the efforts have been unsuccessful at the time. We are looking into the possibility of a new chapter/cadre over the Florida panhandle.

3. Conclusions. Overall, the operational year has been successful with a good possibility for improvement for this coming year. The interaction and support of events between Puerto Rico and Florida keeps growing. We are concerned about the wellbeing of two of our chapters in Florida (Space Center – Indian River and Fort Walton Beach) but we have a plan for the realignment of Fort Walton Beach and looking into a course of action to improve the performance of Space Center – Indian River Chapter.
4. Recommendations.
  - a. The Region VI budget for travel for OY 23 was \$500. I recommend to consider an increase to allow the Region Commander to travel between Florida and Puerto Rico, in addition of the possibility of a travel to St. Thomas, USVI in an effort to establish a chapter over there.
  - b. To look into a way to reach out to other VSO's and local government agencies working with the veteran community to look for prospects to join the order and jumpstart the Space Center – Indian River Chapter. I would suggest to reach out visit Patrick AFB and see if the order could talk to their officers during a Commander's Call or to target the veteran's community that goes to the base (i.e. Information/Recruiting Booth at the BX)
  - c. Do something similar with the US Virgin Island to see if it will be feasible to establish a Cadre either at St. Thomas or St. Croix.
  - d. Coordinate with Puerto Rico for them to sponsor a student or two to attend the Department of Florida's YLC. This would allow them to submit a name to attend a future NYCS, while Puerto Rico develops their own YLC.

FOR THE GOOD OF THE ORDER

Adalberto Rivera, Col, USAF (Ret)  
Commander, Region VI, MOWW

## COMMANDER, REGION VII ANNUAL REPORT

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### 1. Overall Region Status:

Region VII has six chapters, three medium size chapters (LTG Middleton, Greater Kansas City, CPT Grevemberg) and three small size chapters (Col Elmer, MG Wheeler, LTG Walker) spread across five states (Alabama, Mississippi, Louisiana, Arkansas, Missouri). Louisiana is the only state with multiple chapters and has a Louisiana Department, which still has a vacant Command position. Region living membership stands at 356 which is down 6.5 % from last year. Four of six chapters have recruited new Companions this year with MG Wheeler being the only chapter to achieve its goal.

#### Successes:

- All Chapters participated in the Fall Zoom Conference and all completed Chapter Activity Plans for PY 2023. In addition, four chapters also completed Recruiting Plans for the PY.
- None of the six chapters were financially constrained in executing their Chapter Activity Plans, even though the P&M Dividend was higher than last year but still lower than the average in recent years.
- All six chapters are staffed with knowledgeable Commanders, Treasurers, and Adjutants.
- Five chapters prioritized performance of MOWW Program Activity with their available resources.

#### Challenges:

- Recruiting is a critical weakness in the region's chapters. Aging membership is not engaged in activities where they come in contact with eligible potential companions.
- Most chapters that hold lunch or dinner meetings report cost issues lowering meeting participation.
- Delays in finalizing key metrics meant chapters relied on previous year's activities and region guidance for plan development. Annex A & B were completed after chapter plans developed.
- The lack of willingness of companions to accept chapter & region leadership roles is a major inhibitor in sustainment. The region will begin the new PY with vacancies in Vice Commander, Adjutant, and Treasurer. LTG Middleton has vacancies for Commander and Adjutant. Col Elmer has vacancy for Treasurer.

**2. Assessment of progress toward achieving Strategic Goals:** Annex A & B of Strategic Goals were completed to late in the Program Year to be of value in current year planning. To provide meaningful guidance to its chapters, Region VII provided the following focus areas to base PY planning on in achieving the Order's Strategic Goals during the CAP development phase.

- Plan expansion of type, quantity, and quality of MOWW services to the local community as a means to attract new companions and expand community partnerships.
- Conduct ongoing review of P&M dividends received to determine if they could be better used to enable expansion of MOWW services type, quantity, & quality.



- Use Patriot Program to recognize non-companion eligible chapter supporters, community leaders, and partner group leaders to expand knowledge of MOWW throughout the community and support companion recruiting, and expand chapter manpower resources.
- Develop effective internal & external communication in newsletters, news releases, websites, and social media presence for increased visibility of the Order and MOWW services to community.
- Establish effective Companion utilization and Recruiting Program to retain & attract new Companions while ensuring the maintenance or achieving 80 % veterans.
- Fulfill Companions reasons for joining by assigning each companion a job that supports their reason for joining and promotes volunteerism within the chapter.
- Develop budget to determine revenue needed to support Activity Plan and develop sources.
- Ensure chapter leadership is developed through training and succession planning for each chapter position to support chapter sustainability and expansion.

Results:

- CPT Grevemberg Chapter made no progress this year. Without local leadership, the chapter will close.
- A position Succession Plan was sent to all chapters as a framework for planning, but without Companions willing to accept available positions, having a plan does not solve the problem.
- COL Elmer, LTG Walker, Greater Kansas City Chapters successfully implemented incremental steps within their resources to increase services & community involvement to strengthen their chapters.
- MG Wheeler and LTG Middleton have the most fully developed MOWW services programs and community involvement within the region, but both have lack of companion involvement and volunteerism. owevH

**3. Conclusion:** MOWW services to the community and partnering within other organizations is dependent on manpower resources available to chapters.

**4. Recommendations:**

- Focus must be on Recruiting.
- Establish Companion participation and volunteerism.
- Reduce administrative tasks that absorb chapter manpower resources.

FOR THE GOOD OF THE ORDER:

CLAY C. LE GRANDE, JR., COL, USA (Ret)  
Region VII Commander

## COMMANDER, REGION VIII ANNUAL REPORT

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1. Region Summary: Region VIII held two Region Conferences, one (virtual) in the fall of 2023 and one in May of 2024. The integration of the Texas Department and the Oklahoma Department has been significantly improved with the combined efforts of Kelly Zachgo and Mike Belcher and their direct communication, not only with the Regional Commander, but also with each other. The Region Commander continuity was significantly disrupted with the resignation of Jacques Loraine due to illness, but the Command staff is now mostly back on track and worked well to produce the May Conference. The Region has seen the pendulum swing somewhat; Chapters that were underperforming or on the verge of folding are now slowly recovering, while chapters that were stable have faced new challenges. The Region will be holding more (2) virtual conferences in the first months of the next term, to improve communications and to more rapidly access when chapters need assistance from the Region staff. The Region recruiting is seemingly harder for the small and medium chapters, but the one of the large chapters are seeing better results. Overall, the chapters, regardless of size, are seeing very good support of all MOWW Programs, and the region chapters have seen significant improvement in their partnership with other community organizations as well as other Veteran Service groups.
2. Assessment of progress toward achieving Strategic Goals:
  - a. **Strategic Goal One – Consistently develop and deliver attractive, and high-impact community outreach programs:** Region VIII has seen great growth in the Outreach programs of almost all chapters. The number of Outreach programs in which the chapters participate is directly linked to size and the funding level of the individual chapter. The smallest chapters almost all support JROTC/ROTC schools and YLC recruitment in their specific area, while the medium chapters add Veteran and Scouting Programs. Only the large (better funded) chapters support Law and Order and National/Homeland Security. This is also directly related to the size of the communities where the chapter is located. Several chapters have recruited companions as the result of their community involvement. Programs equal recruitment, and the Region VIII chapters are learning this, and are now practicing recruiting as part of their supported programs. Region VIII is host to four Youth Leadership Conferences and expects to have nearly a record number of students attend this summer. The region is sending four students to the new National Your Civics Summit this year. Included in that group will be the third-place winner of the Phoenician Award. The regional chapters are beginning to take advantage of the Patriot membership program, with the Dallas Chapter leading the way. Dallas now has nearly 15 Patriot members, at last count.
  - b. **Strategic Goal Two-Expand your impact through Alliances and Strategic partnerships with organizations that align with our mission:** The chapters within the region are not only working with other Community and Veteran Service Organizations, but they continue to expand their reach. The Dallas chapter works with over half of the 58 VSOs in Dallas to produce the Annual Greater Dallas Veterans Day Parade, while the Fort Worth chapter continues to add VSOs and

other groups as they support the Fort Worth Veteran Memorial as well as the Fort Worth Veteran Day parade. Again, this is somewhat impacted by chapter funding but all but one Region VIII chapter are actively pursuing support from, and giving support to, organizations in their local area. Fort Hood continues to broaden their area of cooperation and Houston has established new relationships to conduct their first YLS. The Dallas Chapter is a co-sponsor with the Dallas Navy League, the Association of the Army, the Air and Space Force Association and the Jewish Military Veterans in their fourth year of hosting the National Defense Briefing Series. SG2 support continues to grow in Region VIII.

- c. **Strategic Goal Three- Increase visibility of the order at national and local community levels through focused communication, marketing strategies and local community engagement:** Region VIII has significantly improved our visibility within our communities in almost all chapters. To date the region has 85 recorded partnerships. This has been accomplished through broadening the reach of our newsletter distribution to other VSOs and community groups, as well as by widening our Facebook and social media stance. Several Region VIII chapters are looking at establishing social media accounts or have already done so. Another way to achieve this goal is to publicize the activities of other groups in our newsletters and social media and having them reciprocate by publishing our events to their members. Within the DFW area this happens with no less than a dozen other VSOs, and other Texas and Oklahoma chapters also share with groups in their areas. NDBS has become very successful at generating News Releases of their quarterly events as well. What is particularly encouraging is the number of Region VIII companions that regularly speak at community events. A conservative estimate is that companions have spoken to other groups no less than 150 times in the last year. Finally, Region VIII chapters share their newsletters with all chapters within the region.
- d. **Strategic Goal Four-Annually grow engaged and sustainable MOWW Membership:** To this date, Region VIII has accomplished only 45% of their recruitment goal. Five chapters have failed to recruit any new companions, two have reached 50% of their goal, while three others have not reached 50%. Two chapters, CAPT Dilworth and Dallas have exceeded their goals. Dilworth reached 250% of their goal, which is particularly notable, given their size. Obviously, this needs to be a priority one for the region, and will be specifically addressed and stressed in all future communications and conferences. Chapter size and location just cannot be an excuse.
- e. **Strategic Goal Five-Increase revenues ensuring adequate financial resource to fulfill the Order's Mission:** Six Region VIII chapters now have a fundraising event, whereas in years past only three had any fundraising effort outside of the CINC Annual Campaign. This was mentioned, although probably not significantly stressed, at the Region Conference. Each chapter will need to determine what is the best approach, but it should not be just to solicit existing companions. Conducting a fundraiser in the community is another way to raise funds, but also to achieve goals two through four. The Dallas chapter has received the most benefit, even though they do not hold a specific fundraiser; NDBS presented them \$10K in April.

- f. **Strategic Goal Six-Increase the number of chapters and strengthen existing chapters:** Region VIII chapters, for the most part, have succession plans to keep their chapters strong and viable, but not all. This is challenging because companions can observe the effort that the staff must expend to keep the chapters operating. This in turn reduces the willingness of companions to assume a leadership position. A chapter that is efficiently managed does not present this image to their companions, so a way to improve upon this goal is to standardize, streamline and effectively manage the chapter. Additional chapter staff training is needed, and while not seemingly relevant, it will add greater potential for maintaining chapter strength. Except for Denton and north Collin counties, in the DFW region, I do not see the likelihood of further chapter development, at this time.
3. **Conclusions.** Overall, given the challenges of changing the horse in mid-stream, with the Regional Commander, and being very financially taxed with the conference cost, the region has been relatively maintained during the last operating year. Continued thrusts for recruiting, program support and financial donations will be stressed going forward. See the “Issues” below for other challenges Region VIII is facing and must overcome.
4. **Recommendations.** Several statements below identify problems that are recommendations to address, however, not all can be. The recommendation that has been given to me the most in the last six months is the reduction, or elimination, of bureaucracy that the chapter companions see, or perceive, coming from the top of the order. Many comparisons have been made privately to me, that the order resembles the U.S. government, overly regulatory, inconsistent in measurement and unable to see the impact of what they do. Sorry, I would not be doing my job if I only passed up the good comments. I am always ready to discuss more in person.
5. **Issues.**
  - a. **Aging Companions** – with age comes less energy and motivation to concentrate efforts towards a organization outside of the home and family. This primarily directly impacts MOWW Programs and recruiting.
  - b. **Companions Income** – Whether retired or still actively working, the number of financial resources that can be devoted to a volunteer organization, military or otherwise, is greatly reduced by the impact of economics across the realm of all companions.
  - c. **Inflation** – the impact of inflation directly impacts the funds that can be allocated to endeavors outside of the home including funds donated to the chapters for programs.
  - d. **P&M Disbursements** – with P&M disbursements decreasing, more of the amount of funds necessary to accomplish MOWW Programs must be generated from within the chapters or from outside fundraising. Fundraising, until recently, has not been a priority for most, if not all, chapters. Without fundraising the chapters cannot fund, participate in or support all the MOWW Programs, even if they desire to do so.

- e. Meeting Costs – every meeting venue has increased the cost to companions to participate in monthly chapter meetings. On average, food costs for luncheons have increased 30% in the last 18 months. This impacts the number of companions that attend chapter meetings, regional conferences and MOWW programs. After a short period of absence, attendance at MOWW Chapter meetings and functions will become an afterthought on the part of companions.
- f. Program Costs – the cost for gasoline, certificates, awards and general costs to implement programs are limiting the number and amount of programs that the chapters can fund.
- g. Donation Decreases – whether from inflation, or other causes, the amount of donations that chapters can anticipate has decreased over the last three years. The great majority of the Orders companions live on fixed incomes. Unless chapters can find, support and sustain a fundraising objective all but the largest chapters will soon be priced out of participation, and the large chapter participation will likely be reduced. If the chapters and regions are not solvent, then National will not be able to accomplish any goals. Unfortunately keeping program coordinators will be difficult if they continue to fund program costs out of their own pockets (I have personally seen this to be the case)
- h. MOWW must adopt and implement an Order level fundraising and support structure or MOWW will be insolvent in only a matter of years.

FOR THE GOOD OF THE ORDER

Chuck Daniels, LT, USN (Fmr)  
Commander, Region VIII, MOWW

## COMMANDER, REGION XIII ANNUAL REPORT

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### 1. Region Summary:

- a. SG-1 Consistently develop and deliver attractive, and high-impact community outreach programs and activities. Region XIII (R-13) has had a productive (yet checkered) operating year. Four of seven chapters were able to achieve their designated 100% or higher chapter recruitment goals, while two chapters continue to struggle at around a 33% or less recruitment rate with one chapter not having recruited any new members this OY. The biggest impediment towards SG-1 performance (as delineated in the in ANNEX-B metrics objectives) is not having a full time R-13 commander assigned during the OY. The search to replace the R-13 commander and address the leadership degradation challenge void will be ongoing for the immediate future.
- b. SG-2 Expand our impact through alliances and strategic partnerships with organizations that align with our mission. R-13 outreach efforts are many and robust, due to southwestern veteran community and supporting affiliate collaborative traditions. R-13 vast and growing veteran community networking capabilities are rooted in the common practice of most active local veterans joining each other's organizations. This veteran service organization (VSO) comradery provides ample opportunities for constant local veteran community interaction, involvement, and collaboration support in a myriad of activities and recurring event ventures. The current interactive state of VSO involvement fully supports SG-2 performance (as stated in ANNEX-B metrics multiple objectives).
- c. SG-3 Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement. While R-13 local community engagement continues to hold its own, formally venturing in focused communication and marketing strategies development continues to be sporadic at best. Given the robust VSO community interaction already in place and the existence of solid VSO community partners like the Unified Arizona Veterans non-profit and City of Tucson Mayor's office Veterans Affairs Committee forum (which meet regularly), these communication methods more than suffice in meeting any communication and (to a certain extent) focused intended marketing efforts. SG-3 performance is well supported.
- d. SG-4 Annually grow engaged and sustainable MOWW membership. The previous SG-1 percentage numbers already reported depict the difficulties and challenges associated with this SG-4 metrics performance. The biggest detractor towards contributing achievement with SG-4 goals centers on the increasing limitations associated with a rapidly aging fellow companion regional demographic (particularly, within the less productive local chapters) and the inability to effectively rebound from years of administrative process inattention to established organizational procedures and festering operational effectiveness shortfalls.

- e. SG-5 Increase revenues ensuring adequate financial resources to fulfill the Order's mission. R-13 has never, nor does it currently engage local chapters on their internal financial matters. That said, the more productive chapters within R-13 have traditionally sought out and successfully identified / expanded upon their own operational financial well-being and fundraising sourcing methodology and processes.
- f. SG-6 Increase the number of Chapters and strengthen existing Chapters. Most (if not all) local chapters have their respective methods of operational sustainability, based upon their determined operational capabilities. Given the vastness of R-13's geographical area of responsibility, more emphasis is placed on building MOWW "needs-based end-user" services, presence, and branding notoriety – rather than sole investment in traditional new Chapter localized structural development. That shared, R-13s expeditionary operational model (based upon the more traditional southwestern territory pioneering mindset, where collective troubleshooting and team-building cohesive involvement prevails and a shared responsibility in taking on the burden of existing challenges works best), provides a more flexible and service-based approach to MOWW mission support relevance and effectiveness. Under this more agile approach the end-user needs drives the types of interactions, relationships, and partnerships developed for the good of the Order matched and tailored to particular chapter needs and capabilities.

2. Assessment of progress toward achieving Strategic Goals:

- a. SG-1 Regional leadership challenges. While R-13 continues to struggle with its varied leadership issues, the region remains a very capable viable operation which meets most of its commitments and goals in general terms (54% currently in meeting its recruitment commitments for example). R-13 has many "up-and-coming" capable fellow companions who, if properly mentored and trained, would help fill critical regional leadership positions in the foreseeable future. R-13 also offers a unique leadership mentorship collaborative "buddy care" based program, where commanders stepping down from their position agree to serve as the defacto Adjutant officer for their successors during the critical transition period and until such time the inbound leadership feels comfortable enough to take on more assumed position responsibilities. Unfortunately, this successful practice is not completely widespread and applied in all organization sectors in R-13 just yet, and the lack of its broad implementation has led to the inability of some leadership echelons to adequately encourage and subsequently backfill some key leadership positions throughout the region. Efforts continue to provide the necessary motivation and training opportunities for all regional operational sectors to benefit from this field tested and proven leadership mentorship approach.
- b. SG-2 through SG-6 Regional alliances, visibility, growth, revenue, and Chapter sustainment challenges. R-13 produces its best work when operating as a collective "one for all and all for one" effort, where all operational chapters contribute to the overall success of the regional mission as a whole.

- c. SG-1 through SG-6 Progress towards achieving appropriate Region Commander selected supplementary metrics from ANNEX-B. R-13 has successfully identified among its chapters particular subject matter expertise on both sides of the Rockies – as delineated by its geographical topography (three operational chapters west of the Rockies “all in Arizona” with existing and growing “satellite feeder MOWW end-user services predominantly ROTC-JROTC program related” outreach to neighboring Utah and four operational chapters divided between one in El Paso in the western panhandle of Texas, one chapter in Los Alamos in northern New Mexico, and two chapters in Colorado with serviced end-user affiliates “mostly scouting programs” in the neighboring state of Wyoming. Both west and east geographical sectors of the R-13 area of responsibility (AOR) have established effective serviceable partnership legs on both sides of the Rocky Mountains, by identifying complimenting Subject Matter Experts “go to” chapter (SME Chapters) centers of gravity operations out of the central “HUB” service provider in southern Arizona for designated support services and programs assistance. Where the Colorado Spring Chapter manages its annual YLC operations out of southern Colorado in Pueblo (east of the Rockies) its (west of the Rockies) counterpart the Phoenix Chapter plays a similar role in central Arizona. In summary continued improvements occur at a steady and positive rate – while also sustaining a desired flexible overarching and functional operational model where all chapters rely on each other for support and assistance.
3. Conclusions. R-13 operations are a direct result of effectively applying the “adapt and overcome” strategic battlefield mantra approach towards addressing its ever-changing challenges and devising its own custom team-based problem-solving solutions, regardless of the current organization operational model it finds itself operating in.
4. Recommendations. While no “one size fits all” approach should ever be adopted to deal with all regional challenges – as each region must research and devise its own workable solutions based upon its own operational structure and capabilities, it is well worth the Order to explore those successful benchmarks that work for existing field operations to see if there is some utility to crafting similar solutions that can take root elsewhere throughout the national MOWW operational site picture.

FOR THE GOOD OF THE ORDER

Submitted for the Commander Region XIII, MOWW  
CPT (FMR) MICHAEL HALPIN, USMC

LT COL (RET) MARLON RUIZ, USAF  
Adjutant Officer Region XIII, MOWW



## COMMANDER, REGION XIV ANNUAL REPORT

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### 1. Region Summary

#### Successes

##### A. Recruiting

- Recruiting successes with Puget Sound recruiting at least 29, Conejo Valley recruiting at least 10, and San Diego recruiting at least eight, with San Francisco Bay Area recruiting five!
- MOWW Patriots contributed in many ways, including with newsletters, Wreaths Across America, YLC's, and publicity.

##### B. Outreach

- San Francisco Bay Area, Woolsey, and all other chapters active in ROTC/JROTC outreach.
- Chapters served in or co-sponsored Wreaths Across America.
- They also participated in Honor Flights.
- Puget Sound, Conejo Valley, Bradley-Hanson, San Diego, and Pendleton co-sponsored YLC's.
- Puget Sound held their first YLS.
- Puget Sound hosted the Washington State Patriotic Day with Massing of the Colors.
- San Diego participated as members of the San Diego Coast Guard City Committee.
- San Diego held their 68th Massing of the Colors.
- San Diego provided major sponsorship and assistance to Pendleton YLC.
- Wright chapter offered their first Leadership Academy (YLS).
- Gaylord-Dillingham held a Massing of the Colors.
- Bradley-Hanson held major Operation Gratitude outreach.
- Holland co-hosted several patriotic day ceremonies.

#### Communication

- Region communication with and between staff and chapters seemed almost continuous.

#### Recognition

- Presented Woolsey Chapter the Region Distinguished Chapter Award at our Fall Conference.
- Puget Sound's Dick Muri received the Gold Patrick Henry from SVCINC Dave Worley.
- Region awarded Silver Patrick Henry Medallions (SPHM) to COL Tim Swann, USA (Ret)
- Commander, San Diego chapter, Captain Ed Murphy, USAF (fmr), Commander Puget Sound chapter, and a National Citation to Ms. Candace Hawley, HPM, Wright chapter.
- Region awarded a special recruiting award to Dan Pemberton, Conejo Valley chapter for recruiting at least 10 this year.
- Puget Sound Chapter hosted the Spring Region Convention for the first time.
- Chapters submitted National Citations for their companions.
- Chapters submitted outreach program forms for their chapters.
- San Diego awarded two Bronze Patrick Henry plaques.

## Administration

- Chapters completed their IRS filings, Chapter mid-year Activity Reports 10/10, Chapter Action Plans 9/10, and end of year Chapter Annual Reports(CAR),
- Realigned Region by moving Gaylord-Dillingham into the Dept. of Southern CA, then closing the Hawaii Department.
- No active departments. With no officers, inactivated Department of Southern CA after transferring funds to a Region account.
- Region team completed 19/25 goals in the Region Action Plan.

## Challenges

### Health

- Key leaders passed away and others have major health issues.

### Succession

- Major succession challenges in many chapters and the Region.
- The Region has two of four elected positions vacant.

### Region Commander Visits

- I only visited four chapters in person or on Zoom.

### Fundraising

- We have some ideas but much more creative and continuous effort needed.

### Strategic Plan

- Continue to assist chapters in creating CAPs and completing CARs using Annex B.

### Recruiting

- New veteran and younger companions needed

### Patriots needed

### Lapsed members need to rejoin

## 2. Assessment of progress toward achieving Strategic Goals

- Region-related metrics from Annex B to the Strategic Plan(16 TOTAL) 13/16 Yes
- Strategic Goal Five (SG-5): Increase revenues ensuring adequate financial resources to fulfill the Order's mission. No
- Strategic Goal Six (SG-6): Increase the number of Chapters and strengthen existing Chapters.
- Does Region XIV have a leadership succession plan? No

## 3. Conclusions

- The Region must recruit more leaders to fill chapter, department, and region positions by

creating a cultural and mindset change with the expectation of moving into the next higher positions.

- Commanders and staff need more assistance with administration of their chapters, including awards, website use, and outreach. They need information in order to better lead their Chapters.

#### **4. Recommendations for National HQ**

- Create and distribute a Region Commander guide.
- Create and distribute a Department Commander guide.
- Submit a proposed Constitution and Bylaws amendment to change the National Convention process to a hybrid online and in-person voting process.
- Conduct periodic national recruiting drives with financial incentives and other appropriate recognition.

#### **5. Recommendations for Region XIV VCINC**

- Assist Region Commander with Strategic Goal Five (SG-5) and (SG-6).

FOR THE GOOD OF THE ORDER

George T. "Ted", Parsons, CDR, USN (Ret)  
Commander Region XIV, MOWW

## CONSTITUTION & BYLAWS COMMITTEE | ANNUAL REPORT

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### 1. Committee Members:

Chair: BGen Frederick Lopez, USMCR (Ret)  
Vice Chair: Col. David Gibson, USAF (Ret)  
Member: LTC Michael Okin, MD, USA (Ret)  
Member: CPT Harold Greenberg, JD. USA (FMR) JAG

### 2. General Overview:

- The Committee shall consist of three living Past Commanders-in-Chief, the Judge Advocate General, and not to exceed five other members. The Committee shall consider proposed amendments to the National Constitution and Bylaws and make appropriate recommendations to the National Convention.
- The Committee shall consider proposed amendments to MOWW Constitution and Bylaws submitted to the Chair by suspense dated 15 March in the appropriate format and make appropriate recommendations to the National Convention.
- Proposed constitution and bylaws amendments brought forward at convention will be published at least 60 days in advance of the convention in forums widely available to the membership.
- Proposed constitution and bylaws amendments not brought forward at convention will be published at least 60 days in advance of the convention in forums widely available to the membership. The Committee will also attach a rebuttal that will explain the reasons for not bringing an amendment forward at convention. Proposed amendments not recommended by the Committee may again be proposed from the floor during convention. No other amendments from the floor will be considered except for those tabled from the previous convention.

### 3. Projects and Assigned Tasks:

- a. The Committee shall review the current Constitution & Bylaws, deconflict inconsistencies in these documents, determine policy provisions in these documents that should be moved to the MOWW Policy Manual and propose and write amendments that will foster an improved administration of the Order. – Completed.
- b. The Committee shall review all proposed amendments received on or before 15 March 2024 and make a disposition on the amendments as “recommended” or “not recommended.” The Committee shall notify all submitters as to receipt of the proposed amendments and their final disposition in a timely manner. – Completed.
- c. The Committee shall provide a written rationale for all amendments submitted to the Committee that were not recommended. – Completed.

- d. The Committee shall complete the proposed amendments for publication by 15 March 2024. Prior to publication of the proposed amendments, the Chair shall provide status and details on the recommended and not recommended amendments to the EXCOM. – Completed.
  - e. The Committee shall present the proposed amendments at the 2024 National Convention for approval by the General Staff. – To be completed at convention.
4. Assessment of progress toward achieving Strategic Goals: Not applicable.
5. Conclusions. The Committee received six (6) Constitution and seven (7) Bylaws proposed amendments. Out of the six (6) proposed Constitution amendments, five (5) were recommended to be forwarded to convention for a vote. One (1) proposed Constitution amendment was not recommended to be forwarded to convention. All seven (7) proposed bylaw amendments were recommended to be forwarded to convention for a vote.
6. Recommendations. Enclosed are all proposed amendments considered by the Committee.

FOR THE GOOD OF THE ORDER

BGen Frederick R. Lopez  
Chair, Constitution and Bylaws Committee, MOWW

## PROPOSED CONSTITUTION & BYLAWS AMENDMENTS

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PCINC BGEN FREDERICK R. LOPEZ, USMC (RET)  
CHAIR, CONSTITUTION & BYLAWS COMMITTEE

*In keeping with the MOWW Constitution (Article VIII, Section 3) and MOWW Bylaws (Article 8, Section 3), the MOWW Constitution and Bylaws Committee presents the following proposed amendments for consideration by all Companions of the Order. The Committee recommends their adoption and expressly presents them for consideration by, and the vote of, the Delegates to the MOWW Convention to be held in Valley Forge, PA, in August 2024.*

### **Proposed MOWW Bylaws Amendments.**

#### **1. Proposed Bylaws Amendment to Article 4, Section 1, Paragraph I, Subparagraph 1), a); b); c); d).**

- a. Current Language: SECTION I. General Staff Officers (GSO). 1) General Staff Officers-at-Large: As many as ten GSOs may be appointed by the CINC and SVCINC to perform such duties as directed by the CINC/SVCINC. [Section revised by National Convention approval in 2019 and 2022.]
  - a) Preparation, processing and presentation of staff studies, as directed by the Commander-in-Chief or assigned Vice Commander-in-Chief. Assignment of preparation, processing, and presentation of a staff study shall include designation of the General Staff Member-at-Large who shall be responsible for carrying through the studies to completed action. This shall include necessary coordination with other Vice Commanders-in-Chief, National Officers and Chairs of Committees, to include (in every case) the Policy Planning Committee, prior to submission to the assigning officer. The Commander-in-Chief shall be consulted as necessary and appropriate.
  - b) Monitoring the activities of standing and ad hoc committees assigned to the Vice Commanders-in-Chief by the Commander-in-Chief. Exempted from such assignments shall be committees chaired by the Commander-in-Chief, Vice Commanders-in-Chief, Past Commanders-in-Chief, or others specifically designated by the Commander-in-Chief.
  - c) Representing, as requested, the Commander-in-Chief or a Vice Commander-in-Chief at designated functions within the Order.
  - d) Performing other duties as may be assigned by the General Staff.
- b. Proposed Language: SECTION I. General Staff Officers (GSO). 1) General Staff Officers-at-Large: As many as ten GSOs may be appointed by the CINC and SVCINC to perform such duties as directed by the CINC/SVCINC. [Section revised by National Convention approval in 2019 and 2022.]
  - a) Preparation, processing and presentation of staff studies, as directed by the Commander-in-Chief or assigned Vice Commander-in-Chief. Assignment of preparation, processing, and presentation of a staff study shall include designation of the General Staff Officer-at-Large who shall be responsible for carrying through the studies to completed action. This shall

include necessary coordination with other Vice Commanders-in-Chief, National Officers and Chairs of Committees prior to submission to the assigning officer. The Commander-in-Chief shall be consulted as necessary and appropriate.

- b) Representing, as requested, the Commander-in-Chief or a member of the General Staff at designated functions within the Order.
- c. Rationale: Subparagraph 1)a). General Staff Member-at-Large is changed to General Staff Officer-at-Large to be consistent with subparagraph 1). Reference to the Policy Planning Committee is removed due to the absence of such a committee.

Subparagraph 1)b) is stricken in its entirety because the duties of a GSO are well delineated in subparagraph I., 1), a). Additionally, the role of committee oversight by VCINCs is no longer part of the Organizational Structure as detailed in MOWW Policy Manual, Chapter 2, Section C, Paragraph 2, Figure 2.1. This role belongs to the Chief of Staff. Further, this paragraph limits the duties of GSOs by statute when assigned to the CINC or a VCINC. The senior elected officer should have the discretion to modify the activities of the assigned GSO without limitations written into the Bylaws.

Subparagraph 1)c). GSOs are typically assigned to VCINCs but may be assigned to others for specific tasks and duties. "Member of the General Staff" was substituted for "VCINC" because the term is more inclusive of those to whom a GSO may be assigned, e.g. the Historian General, and includes the VCINCs. This subparagraph is renumbered as 1)b).

Subparagraph 1)d). This subparagraph should be removed entirely. Since the GSOs are appointed by the CINC and SVCINC, the General Staff does not have purview over the GSO's activity. This is the responsibility of the appointing and oversight officers.

- d. Submitted by: LTC Michael Okin, USA (Retired)

## 2. Proposed Bylaws Amendment to Article 4, Section 2

- a. Current Language: SECTION 2. Promoting Activity and Cooperation Among Chapters. A. Region Commanders shall promote activity and cooperation among existing chapters of their Region and shall encourage the formation of new chapters and the increase of membership through improving and broadening the Order's public standing in their Region. They shall engage the support of his Department Commanders. They shall make regular reports to the Commander-in-Chief, and report to the General Staff and the National Convention.  
  
B. Department Commanders shall promote the activity of and cooperation among existing chapters of their respective Departments, and shall encourage the formation of new chapters, the increase of membership and the improving and widening of the Order's public standing in their respective Departments.  
  
1) They shall support their respective region commander, making such reports as necessary or required by their region commander, the vice commanders-in-chief, Commander-in-Chief and the General Staff.

- 2) Each department commander shall, during the second quarter of the calendar year, call a convention of the delegates of the chapters within the Department to elect department officers and for such other business as may properly be considered.

b. Proposed Language: Section 2 is deleted.

c. Rationale: Section 2 should be removed in its entirety for several reasons.

Article 4, Section 1 deals with the duties of National Officers which are officers elected or appointed at the National Convention. Previously, region and department commanders were removed from the list of National Officers since they were elected regionally and not nationally. The reasons for mentioning region and department commanders in the Bylaws was eliminated when these positions were removed from the list of National Officers

Article 4, Section 1 deals with specific, objective duties of National Officers. Excepting the requirement of the region commander to make periodic reports to the CINC, and an annual report to the General Staff at National Convention, this section deals with “behaviors” of these two commanders and merely represents the standard operating procedure of what is expected of individuals holding these positions.

The job descriptions of the region and department commanders are already well delineated in the MOWW Policy Manual, Chapter 4, Sections A, B, C.

d. Submitted by: LTC Michael Okin, USA (Retired)

### 3. Proposed Bylaws Amendment to Article 4, Section 3

a. Current Language: SECTION 3. General Staff Support of Region Commanders. Each elected additional member of the General Staff from a Region shall, as possible, assist the Commander of the Region and, in case of necessity, function as relief for the Regional Commander.

b. Proposed Language: Section 3 is deleted.

c. Rationale: Section 3 should be removed in its entirety for several reasons. The exact meaning of this section is vague. This section appears to create an unnecessary responsibility on all members of the General Staff to the region commander in which the General Staff member resides. If what is meant by this section is that the elected region commander’s staff will support the region commander, it does not state that, and, in any case, is already standard operating procedure for the position of region commander.

d. Submitted by: LTC Michael Okin, USA (Retired)

### 4. Proposed Bylaws Amendment to Article 4, Section 4

a. Current Language: SECTION 4. Replacement of Officers. In the absence of any officer or their failure to perform their duties satisfactorily, these duties may be assigned to another Companion by the General Staff.



- b. Proposed Language: Section 4 is deleted.
- c. Rationale: Section 4 can be removed entirely since it already exists in a more complete manner in the MOWW Constitution, Article V, Sections 6 & 7: SECTION 6. Elective Vacancies. Vacancies in any elective office or in the Executive Committee of the General Staff may be filled for the unexpired term at the request of the Commander-in-Chief with approval of the General Staff using the most expeditious means of mail, telephone, fax, email, or other means of communication. SECTION 7. Removal from Office. Any member of the General Staff or appointee of the Commander-in-Chief who neglects or fails to perform the duties of their office properly may be removed by a majority vote of the General Staff.
- d. Submitted by: LTC Michael Okin, USA (Retired)

#### **5. Proposed Bylaws Amendment to Article 5, Section 3**

- a. Current Language: SECTION 3. Presenting and Discussing Matters. All geographical areas that have been organized into Regions/Departments as provided for in these Bylaws, and have elected Region/Department Commanders and staff, shall have the opportunity to present and discuss matters relating to the Region's/Department's internal governance with their elected officers and staff prior to submission to the General Staff.
- b. Proposed Language: Section 3 is deleted.
- c. Rationale: Section 3 can be removed in its entirety. This section is confusing and it is not clear what "submission" is being sent to the General Staff. At best, and with the most generous interpretation, this section represents standard operating procedure for a given region. It is unnecessary for placement in the Bylaws since these issues are covered in the MOWW Policy Manual.
- d. Submitted by: LTC Michael Okin, USA (Retired)

#### **6. Proposed Bylaws Amendment to Article 6, Section 5**

- a. Current Language: SECTION 5. Limits on National Committee Membership. Except with the express consent of the Commander-in-Chief, a member of the Order may not be a member of more than two standing committees at the same time and may not, in any case, be a member of more than three (3) standing committees except in those cases where, because of National Officer status or past National Officer status, an assignment to more than one (1) standing committee is mandatory under provisions of the Constitution and/or Bylaws. In such instances, a Companion may be a member of one (1) additional, non-mandatory, standing committee.
- b. Proposed Language: SECTION 5. Limits on National Committee Membership. A member of the Order may be a member of two (2) standing committees at the same time and may not, in any case, be a member of more than two (2) standing committees unless approved by the Commander in Chief.
- c. Rationale: Section 5, as written, is unnecessarily complicated. With the exception of the Chief of Staff position, the Constitution & Bylaws do not stipulate the composition of standing

committees. Committee membership requirements are located in the MOWW Policy Manual and are subject to changes approved by the EXCOM. It is much simpler to state that the maximum number of committees on which a Companion can serve is two unless more are approved by the CINC. Stating it in this fashion takes into consideration all possibilities, including statutory membership on standing committee(s).

d. Submitted by: LTC Michael Okin, USA (Retired)

## 7. Proposed Bylaws Amendment to Article II, Section 9

- a. Current Language: SECTION 9. There is no Article II, Section 9.
- b. Proposed Language: SECTION 9. Veteran-Membership. As an IRS requirement to be recognized as a 501(c)19 *Veteran Service Organization*, at least 75 percent of the Order's living members must be past or present members of the United States Armed Forces. As chartered entities of the Order, Chapters are expected to also meet the same 75% membership threshold; therefore, a Chapter unable to meet the 75% threshold may not increase non-military veteran membership until such time said Chapter meets the required threshold."
- c. Rationale: The Membership Committee conducted a careful review of the *MOWW Bylaws*, specifically *Article I (IRS Tax Filing and HQ MOWW Certification)*, as well as *Article II (Membership)* of said document: it is the consensus recommendation of the committee that additional clarification is required to be written into the *MOWW Bylaws* as it directly relates to the necessity for "Chartered Chapters of the Order" to meet the Order's mandated 75% IRS veteran-membership 501(c)19 requirement. This additional bylaw clarification will indirectly enhance the Order's IRS mandate as this requirement is vital to the long-term viability of the Order as a 501(c)19 entity.

Because all Chapters are in possession of an IRS-EIN and operate under the Order's "Group Exemption Letter" as defined in *IRS Publication 3386*, though there is an implied expectation for Chapters to maintain said 75% veteran-membership requirements, it is not in the pure sense a mandated IRS requirement due to the fact that it is not clearly spelled out in the IRS publication; consequently, there is not current absolute guidance in the *MOWW Bylaws* for Chapters to meet the 75% veteran-membership requirement. The committee believes this "vagueness" needs to be immediately rectified in the best interest of the Order. Since Chapter requirements to meet their annual IRS filing is the only IRS requirements-reference in the *MOWW Bylaws*, Chapters are therefore subject to additional guidance through the *MOWW Policy Manual* and/or other administrative guidance as it specifically relates to the 75% veteran-membership issue.

Based on the critical impact for Chapters to meet the 75% veteran-membership threshold for the purposes of the Order's viability, it is the consensus opinion of the committee that a mandated requirement for Chapters to meet the 75% veteran-membership requirement be added to the *MOWW Bylaws* and not required to be addressed in ancillary guidance: the critical effect of Chapters' 75% veteran-membership on the Order's overall status as an IRS recognized 501(c)19 entity mandates this bylaw-addition.

d. Submitted by: LtCol David J. Worley, USAF (Retired)

## Proposed MOWW Constitution Amendments.

### 1. Proposed Constitution Amendment to Article V, Section 4

- a. Current Language: SECTION 4. Statutory Delegates. A delegate is a Companion in good standing sent or authorized to represent other Companions at a chapter meeting, department, or region conference or a MOWW Convention by voting on national or sub-element candidates for office, proposed amendments to the MOWW Constitution and the MOWW or sub-element bylaws, etc. The statutory delegates to the MOWW Convention constitute the General Staff and consist of: [Section revised by National Convention approval in 2021.]

- A. Commander-in-Chief
- B. Senior Vice Commander-in-Chief
- C. Vice Commanders-in-Chief (four each)
- D. Chief of Staff (ex officio without a vote)
- E. The MOWW Board of Trustees
- F. Treasurer General
- G. Judge Advocate General
- H. Surgeon General
- I. Chaplain General
- J. Historian General
- K. General Staff Officers (No more than 10, Appointed). [Section revised by National Convention approval in 2019 and 2022.]
- L. Past Commanders-in-Chief
- M. Chairman, Council of Area Commanders
- N. Assistant Treasurer General
- O. Assistant Judge Advocate General
- P. Assistant Surgeon General
- Q. Assistant Chaplain General
- R. Assistant Historian General
- S. Region, Department and Chapter Commanders
- T. General Staff Emeritus Members
- U. Chairs of all National Committees
- V. Directors of Youth Leadership Conferences (YLC) sanctioned by the Order (if not otherwise members of the General Staff)

- b. Proposed Language: SECTION 4. Statutory Delegates. A delegate is a Companion in good standing sent or authorized to represent other Companions at a chapter meeting, department, or region conference or a MOWW Convention by voting on national or sub-element candidates for office, proposed amendments to the MOWW Constitution and the MOWW or sub-element bylaws, etc. The statutory delegates to the MOWW Convention constitute the General Staff and consist of: [Section revised by National Convention approval in 2021.]

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- P. Assistant Surgeon General
- Q. Assistant Chaplain General
- R. Assistant Historian General
- S. Region, Department and Chapter Commanders
- T. General Staff Emeritus Members
- U. Chairs of all National Committees
- V. Directors of Youth Leadership Conferences (YLC) sanctioned by the Order (if not otherwise members of the General Staff)
- W. General Staff Appointed EXCOM Members (3)

- c. Rationale: Article VI Section 3, Paragraph A enumerates the members of the Executive Committee of the General Staff (EXCOM). Subparagraph 9) mentions General Staff “members” appointed by the Commander-in-Chief (three (3) each). These “members” are different than the GSOs, although they are both appointed by the CINC. GSOs are assigned to a supervising Companion, while the “members” are appointed to serve on the EXCOM. There is nothing in the Constitution & Bylaws that indicates that these individuals are considered GSOs. However, since they are listed as members of the EXCOM, and, therefore, members of the General Staff, they should also be listed in Article V, Section 4 in a separate paragraph (letter) independent of the GSOs listed in Paragraph K.
- d. Submitted by: LTC Michael Okin, USA (Retired)

## 2. Proposed Constitution Amendment to Article VI, Section 4

- a. Current Language: SECTION 4. Emeritus Members. A. National Officers having served ten (10) years as such may be elected by the General Staff as an Emeritus Member thereof, with all the courtesies and privileges of members of the General Staff (e.g., attendance at General Staff meetings, wearing decorations and insignia of office, and exercising voting privileges), provided:
  - 1) Such officers will have attended at least a combination of ten (10) National Conventions and Mid-Winter General Staff meetings, and
  - 2) At least five (5) of the ten (10) years must have been served as a General Staff Officer as defined in Article V, Section 1, above. Service not to exceed one (1) year in each of the following offices may applied for one (1) year of service as a General Staff Officer, the senior staff officer of a Department or any elected Chapter officer. Members who serve in more

than one (1) office concurrently will receive credit for only one of those offices toward qualification for General Staff Emeritus member status.

B. Considering the life membership on the General Staff of all Past Commanders-in-Chief, they are ineligible for election by the General Staff as Emeritus Members thereof.

- b. Proposed Language: SECTION 4. Emeritus Members. A. National Officers, defined in Article V, Section 1, having served ten (10) years as such may be elected by the General Staff as an Emeritus Member thereof, with all the courtesies and privileges of members of the General Staff (e.g., attendance at General Staff meetings, wearing decorations and insignia of office, and exercising voting privileges), provided:

- 1) Such officers will have attended at least five (5) National Conventions, and
- 2) At least five (5) of the ten (10) years must have been served as a National Officer while the other five (5) years may have been served as an Elected Statutory Delegate, defined in Article V, Section 4. Appointed Statutory Delegates are not included in this total. Members who serve in more than one (1) office concurrently will receive credit for only one of those offices toward qualification for General Staff Emeritus member status.

B. Considering the life membership on the General Staff of all Past Commanders-in-Chief, they are ineligible for election by the General Staff as Emeritus Members thereof.

- c. Rationale: Emeritus status is an honorific recognizing a Companion's consistent work, leadership, and dedication to the Order over time. This recognition should be a challenge to those who seek this status.

Section 4, A, 1). There is a requirement to attend 10 National Conventions and Mid-Winter General Staff meetings. However, the MOWW no longer hosts Mid-Winter General Staff meetings. Since only one General Staff meeting is offered each OY, this requirement should decrease to 5 National Conventions.

Section 4, A, 2). Region, Department and Chapter Commanders were removed from the National Officers list in Article V, Section 1 previously. Therefore, Region, Department and Chapter Commanders are no longer considered National Officers. Changes to subparagraph 2) in the proposed language credit elected statutory delegates up to five (5) years of the ten (10) year total service requirement in Paragraph A and maintain the exclusivity of the emeritus status. Further, it simplifies the language to make the requirements easily understandable.

- d. Submitted by: LTC Michael Okin, USA (Retired)

### 3. Proposed Constitution Amendment to Article II, Section 1, Paragraph A.

Paragraph 3.a. below is the proposed amendment to the MOWW Constitution to include Senior Non-Commissioned Officer's in the ranks of E-7 through E-9 eligible for MOWW regular membership. The proposed amendments 3.b. to 3.d. are submitted to support the proposed amendment in 3.a. If 3.a. is approved by the Delegates at Convention, then amendments 3.b. to 3.d. will be brought forward for a

vote. If 3.a. is not approved by the Delegates at Convention, then 3.b. to 3.d. will be dropped from the submission vote.

**3.a. Proposed Constitution Amendment to Article II, Section 1, Paragraph A.**

- a. Current Language: PARAGRAPH A. Regular Membership. Regular Membership is open to a citizen of the United States of America of good moral character and repute who has served honorably on Active Duty, to include Active Duty for Training, in the Armed Forces of the United States of America (Active, Guard, Reserve), National Oceanographic and Atmospheric Administration (NOAA) or the United States Public Health Service (USPHS) as a Federally-recognized Commissioned, Flight or Warrant Officer during the period 6 April 1917 to the present, or to such later date as may be determined by the Order during a National Convention.
- b. Proposed Language: PARAGRAPH A. Regular Membership. Regular Membership is open to a citizen of the United States of America of good moral character and repute who has served honorably on Active Duty, to include Active Duty for Training, in the Armed Forces of the United States of America (Active, Guard, Reserve), National Oceanographic and Atmospheric Administration (NOAA) or the United States Public Health Service (USPHS) as a Federally-recognized Commissioned Officer, Flight Officer, Warrant Officer, or Senior Non-Commissioned Officer in the ranks of E-7 through E-9, during the period 6 April 1917 to the present, or such later date as may be determined by the Order during a National Convention.
- c. Rationale: Based on the overall, comprehensive data garnered by the *Membership Ad Hoc Committee*, the committee unanimously agreed to recommend a change to the Regular Membership classification and eligibility requirements to include Senior Non-Commissioned Officers (NCOs) in the ranks of E-7 through E-9. By allowing all Senior NCOs to become Companions of the Order, a greater pool of veterans with leadership experience is created for the purposes of executing Chapter outreach programs and enhancing chapter administration. This change will help address the vital issue of the Order meeting or exceeding the required 75% veteran-membership threshold. Additionally, this inclusiveness of allowing a level of respected enlisted leaders to become Companions will partially address the exclusionary aspect of the Order's membership requirements and improve the Order's ability to attract today's generation of military veterans. The committee believes *Membership Reform* is essential to the long-term viability of the Order, thus the rationale for this proposed MOWW Constitutional Amendment. Evidence supporting this recommendation is contained in the committee's full report which can be found on the MOWW website as the *Membership Ad Hoc Committee Final Report* to the EXCOM dated 8 Feb 24.

The committee was specifically tasked to determine the demand, necessity, and feasibility of changes to requirements for membership in the Order, and was to consider, delineate, and weigh the pros and cons of any changes to the membership requirement. Along those lines, the committee reviewed and analyzed four possible options related to *Membership Reform*. The committee categorized its key findings through these four areas of consideration which, in the report, comprehensively addresses each of the objectives the committee was tasked to explore: all key findings are sourced through data garnered and identified in attachments to the report. Many findings included Committee analysis of those findings: in other words, the decision criteria used by the committee considered, though not exclusively, the data garnered, the pros and cons of the four areas of consideration, committee decision impact, the ability to build consensus to

reach the required 75% amendment-approval threshold, and an effort to maintain our rich heritage established in 1919. Though *Key Findings* in the report are not intended to be all inclusive from analysis of overall compiled data, the *Key Findings* from the report support the rationale to change the Regular Membership classification and eligibility requirements allowing Senior NCOs into the Order. These findings also support the committee's decision not to recommend that requirements be altered to include NCOs of all ranks, nor to open up membership to all veterans regardless of rank. The committee relied heavily on the extensive leadership experiences of those on the committee in reaching a decision that was "For The Good of The Order."

The Order is struggling to recruit new members and maintain the required 75% IRS mandated veteran-membership threshold. Consequently, it is the consensus opinion of the committee that some level of *Membership Reform* must take place. A critical question addressed by the committee was "Is there the need and the will within the Order to approve some level of *Membership Reform*?" Sixty-six percent (66%) of 2023 MOWW National Convention survey respondents who had an opinion on the *Membership Reform* debate indicated they were amenable to supporting some level of MOWW *Membership Reform*; 69% of nearly 1000 Companions surveyed positively supported expanding membership eligibility requirements to include Senior NCOs. These numbers are significantly positive towards passing this amendment which requires a 75% passing threshold. Only approximately 50% of nearly 1000 Companions surveyed positively supported expanding membership eligibility requirements to include all NCOs, and, coupled with additional data garnered, was not felt to be a viable option.

Only approximately 40% of nearly 1000 Companions surveyed positively supported expanding membership eligibility requirements to include all enlisted veterans regardless of rank. As a key point of reference, the *Reserve Organization of America (ROA)* was an officer only organization that expanded its membership in 2018 to include veterans regardless of rank, and, to date, has not seen a significant overall increase in ROA membership. Actual benefits gained by ROA in changing its membership requirements were meant to increase their lobbying power while not positively impacting their membership rolls.

The committee's recommended level of *Membership Reform* would open the door to expanded veteran-membership and satisfy two issues, i.e., a larger pool of potential veteran-Companions would hereby be created that would not only increase the number of Companions in the Order, but positively and directly impact the Order's overall mandated 501(c)19 IRS veteran-membership 75% threshold. Furthermore, this particular pool of veterans that have established leadership experience will not only increase overall veteran membership within the Order, but also provide an additional pool of leaders to execute the Order's missions at all echelons.

Over the last ten years, the officer/enlisted lines have become somewhat "blurred" with many of the former officer-unique missions now being performed by enlisted personnel. Today's generation of veterans have a different view of the officer-enlisted relationship which is viewed by many as a non-inclusive barrier to recruitment. Reports and analysis from outside organizations indicate that all VSOs are dealing with the same sets of recruiting and involvement issues as we are, and they also require *Membership Reform* changes critical to their long-term survival.

MOWW was created in 1919 as an officer organization and reflects a 104-plus-year heritage that is rich in tradition and legacy. In theory, based on current data provided by the *Veterans*

*Administration*, there still exists an extensive pool of commissioned and warrant officers from which to recruit, though unfortunately, that data has been difficult to quantify by age and geographical locations, an issue which directly impacts the Order at the local level. Additionally, our current hereditary members reflect a proud “officer lineage” within the Order. Prior to this committee being formed, the most recent report regarding membership eligibility was conducted by a *Membership Eligibility Committee (ad hoc)* on 3 Nov 2014, and the report concluded that MOWW was to remain an officer-only organization and that a change of membership eligibility requirements would have a marginal impact on membership. Upon review of the data garnered by that committee, and the need to ensure that the Order maintain a veteran membership level at or above 75%, *Membership Reform* is not only timely but that this ten-year-old report was crafted in what the committee believes was a different environment than what exists today, thus one of the many rationales as to why the *ad hoc* committee was activated. The committee determined that the 2014 report was helpful and required additional study to fully address the issues involved.

In the recommendation the committee unanimously agreed to bring forward, the committee retained the fundamental historical roots of the Order while adding a level of enlisted personnel, i.e., Senior NCOs, who not only have excelled in leadership positions similar to the officer corps but have a high level of credibility with our Order’s officers who have experienced working with these outstanding individuals during their military careers. It is also the consensus of this committee that though there is (in theory) a significant pool of officers to draw from, there has been a deteriorating ability by Chapters to draw upon that pool, especially as it relates to the younger generation of officers. Senior NCO eligibility will increase the pool of veterans able to join the Order. In particular, since the JROTC Outreach Program is core to many/most chapters, this will allow Senior NCO JROTC instructors an avenue to become more involved in chapter activities and in the Order.

The votes required to meet the 75% threshold to amend the *MOWW Constitution* to expand membership eligibility to include Senior NCOs did not exist amongst those Companions who attended the *2023 MOWW National Convention*, according to the convention survey. It should be noted that this survey data did not differentiate between delegates and voting members of *the General Staff*, therefore the 75% threshold may have existed. Based on the fact that over two-thirds (69%) of nearly 1000 Companions surveyed support expanding membership eligibility requirements to include Senior NCOs, the required 75% amendment-passage threshold has a good chance of being met. Based on aforementioned data, passage for any other level of *Membership Reform* is not likely to occur at convention.

The consensus recommendation which the committee unanimously agreed to bring forward, included members who are on both sides of the fence of the *Membership Reform* argument to include those that believe the Order should not change membership requirements, those who believe we should open membership to Senior NCOs, and those who believe the Order should become an all-veterans organization. Based on data garnered, and the overall “sight picture” of the Order as it relates to dwindling membership numbers and the IRS mandate, it is apparent to the committee that it is essential to recommend some level of *Membership Reform* for the “Good Of The Order” as opposed to maintaining the *Status Quo*. Consequently, committee members were able to come together and agree to recommend Senior NCOs to membership in the Order. No other committee compromise was remotely considered as feasible, i.e., allowing all NCOs or all veterans to become members. The committee believes that if the Order in convention is able



to reach a similar compromise, this proposed amendment is more than capable of garnering the required 75% amendment-passage threshold, thus enhancing the Order.

- d. Submitted by: LtCol David J. Worley, USAF (Retired)

**3.b. Proposed Constitutional Amendment to Article II, Section 1, Paragraph D,**

- a. Current Language: PARAGRAPH D, Hereditary Membership. Hereditary Membership is open to citizens of the United States of America who are at least eighteen (18) years of age effective 30 September 2019), and of good moral character and repute. [Section revised by National Convention approval in 2019.] They must also be:
- 1) The spouse of a present or former Member, or
  - 2) The surviving spouse of a deceased or former Member, or
  - 3) The spouse, descendant, or adopted child of an officer who is, if living, or who would have been, if deceased, eligible as a member, or
  - 4) The descendant or adopted child of a member; or in the case of failure of lineal issue or adopted child, or
  - 5) A descendant or adopted child of a sister or brother of a member.
  - 6) The parent of an officer who is, if living, or who would have been, if deceased, eligible as a member, provided that the parent is a veteran of any of the seven uniformed services. [Section revised by National Convention approval in 2021.]
- b. Proposed Language: PARAGRAPH D. Hereditary Membership. Hereditary Membership is open to citizens of the United States of America who are at least eighteen (18) years of age (effective 30 September 2019), and of good moral character and repute. [Section revised by National Convention approval in 2019.] They must also be:
- 1) The spouse of a present or former Member, or
  - 2) The surviving spouse of a deceased or former Member, or
  - 3) The spouse, descendant, or adopted child of an officer or Senior Non-Commissioned Officer in the ranks of E-7, E-8, or E-9 who is, if living, or who would have been, if deceased, eligible as a member, or
  - 4) The descendant or adopted child of a member; or in the case of failure of lineal issue or adopted child, or
  - 5) A descendant or adopted child of a sister or brother of a member.
  - 6) The parent of an officer or Senior Non-Commissioned Officer in the ranks of E-7, E-8, or E-9 who is, if living, or who would have been, if deceased, eligible as a member, provided that the parent is a veteran of any of the seven uniformed services. [Section revised by National Convention approval in 2021.]
- c. Rationale: This proposed amendment is administrative and revises Paragraph D to include Senior Non-Commissioned Officers in the ranks of E-7, E-8, and E-9 based on the proposed amendment to revise Article II (Membership), Section 1 (Membership Classification), Paragraph A (Regular Membership) adding Senior Non-Commissioned Officers in the ranks of E-7, E-8, and E-9 as eligible for Regular Membership in the Order.

- d. Submitted by: LtCol David J. Worley, USAF (Retired)

**3.c. Proposed Constitutional Amendment to Article II, Section 1, Paragraph F**

- a. Current Language: PARAGRAPH F. Memorial Perpetual Membership. Memorial Perpetual Membership may be conferred upon a deceased officer who was a member of the Order at the time of their death, upon a deceased officer who was eligible for such membership but was not a member at the time of their death, or upon a citizen eligible for Hereditary Membership at the time of their death. Upon nomination by a chapter of the Order and upon Headquarters MOWW's receipt of a contribution to the Perpetual and Memorial Membership Fund in the sum published in the Policy Manual, the name of such member will be inscribed in the records of the Order as a Memorial Perpetual Member.
- b. Proposed Language: PARAGRAPH F. Memorial Perpetual Membership. Memorial Perpetual Membership may be conferred upon a deceased officer or Senior Non-Commissioned Officer in the ranks of E-7, E-8, or E-9 who was a member of the Order at the time of their death, upon a deceased officer or Senior Non-Commissioned Officer in the ranks of E-7, E-8, or E-9 who was eligible for such membership but was not a member at the time of their death, or upon a citizen eligible for Hereditary Membership at the time of their death. Upon nomination by a chapter of the Order and upon Headquarters MOWW's receipt of a contribution to the Perpetual and Memorial Membership Fund in the sum published in the Policy Manual, the name of such member will be inscribed in the records of the Order as a Memorial Perpetual Member.
- c. Rationale: This proposed amendment is administrative and revises Paragraph F to include Senior Non-Commissioned Officers in the ranks of E-7, E-8, and E-9 based on the proposed amendment to revise Article II (Membership), Section 1 (Membership Classification), Paragraph A (Regular Membership) adding Senior Non-Commissioned Officers in the ranks of E-7, E-8, and E-9 as eligible for Regular Membership in the Order.

- d. Submitted by: LtCol David J. Worley, USAF (Retired)

**3.d. Proposed Constitutional Amendment to Article II, Section 3.**

- a. Current Language: SECTION 3. Chapter Membership Assessment. Each chapter will be the judge of its individual Members with respects to election, resignation, expulsion and conduct unbecoming an officer, or other behavior not in conformity with the MOWW Constitution and Bylaws, if any action by a chapter may be appealed by the affected member to the General Staff for adjudication. Nothing herein stated or implied will preclude initiation of similar actions by the General Staff whenever a chapter fails to act, which the General Staff considers warranted. No resignation will be accepted from a member indebted to the Order.
- b. Proposed Language: SECTION 3. Chapter Membership Assessment. Each chapter will be the judge of its individual Members with respects to election, resignation, expulsion and conduct unbecoming an officer or non-commissioned officer, or other behavior not in conformity with the MOWW Constitution and Bylaws, if any action by a chapter may be appealed by the affected member to the General Staff for adjudication Nothing herein stated or implied will preclude initiation of similar actions by the General Staff whenever a chapter fails to act, which the General Staff considers warranted. No resignation will be accepted from a member indebted to the Order.

- c. Rationale: This proposed amendment is administrative and revises Section 3 to include non-commissioned officers based on the proposed amendment to revise Article II (Membership), Section 1 (Membership Classification), Paragraph A (Regular Membership) adding Senior Non-Commissioned Officers in the ranks of E-7, E-8, and E-9 as eligible for Regular Membership in the Order.
- d. Submitted by: LtCol David J. Worley, USAF (Retired)

#### 4. Proposed Constitution Amendment to Article V, Section 5

- a. Current Language: ARTICLE V, SECTION 5. Department Commander. All department commanders will be elected by their subordinate chapters. [Section revised by National Convention approval in 2023]
- b. Proposed Language: SECTION 5. Region and Department Commander. All region and department commanders will be elected by their subordinate chapters.
- c. Rationale: The MOWW Constitution specifies that the department commander is elected by their subordinate chapters, but there is no specific mention of how a region commander is selected. This amendment change will specify the MOWW Region Commander is to be elected by its subordinate chapters.
- d. Submitted By: COL Lawrence Willwerth, USA (Ret)

#### 5. Proposed MOWW Constitutional Amendment Article I, Section 2

- a. Current Language: SECTION 2. Magazine Name. The name of the Military Order's magazine will be The Officer Review. ®
- b. Proposed Language: Remove SECTION 2. Magazine Name from the MOWW Constitution.
- c. Rationale: The name of the Military Order's magazine, *The Officer Review*® is more appropriately identified in the MOWW Policy Manual. Removing the magazine name from the MOWW Constitution and including in the MOWW Policy Manual allows the EXCOM to exercise oversight of any future proposed changes to the magazines name without the inherent inflexibility of the C&BL Amendment process during the National Convention.
- d. Submitter: Chief of Staff, Col Michael Farrell, USMC (Ret)

## AMENDMENTS CONSIDERED BUT NOT RECOMMENDED

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*The MOWW Constitution and Bylaws Committee considered the following proposed amendments but did not recommend them for consideration and a vote by the Delegates to the MOWW Convention to be held in Valley Forge, PA, in August 2024. Although not recommended IAW MOWW Constitution and Bylaws Article VIII, the proposed amendments may again be proposed from the floor during the next annual convention.*

### 6. Proposed Constitution Amendments to Article II, Membership

Item 6.a. is the proposed amendment to the MOWW Constitution to make all US veterans eligible for MOWW regular membership. The proposed amendments 6.b. to 6.e. below are submitted to support the proposed amendment in 6.a below. If 6.a is approved by the Delegates at Convention, then amendments 6.b. to 6.e. will be brought forward for a vote. If 6.a. is not approved by the Delegates at Convention, then 6.b. to 6.e. will be dropped from the submission vote.

#### 6.a. Proposed Constitution Amendment to Article II, Section 1, Paragraph A.

- a. Current Language: PARAGRAPH A. Regular Membership. Regular Membership is open to a citizen of the United States of America of good moral character and repute who has served honorably on Active Duty, to include Active Duty for Training, in the Armed Forces of the United States of America (Active, Guard, Reserve), National Oceanographic and Atmospheric Administration (NOAA) or the United States Public Health Service (USPHS) as a Federally-recognized Commissioned, Flight or Warrant Officer during the period 6 April 1917 to the present, or to such later date as may be determined by the Order during a National Convention.
- b. Proposed Language: PARAGRAPH A. Regular Membership. Regular Membership is open to citizens of the United States of America of good moral character and repute who served honorably on Active Duty, including Active Duty for Training (ADT), in the United States Armed Forces (Active, Guard, Reserve), the National Oceanographic and Atmospheric Administration, or the United States Public Health Service.
- c. Rationale: Our Military Order is at a tipping point. As Companions, our collective obligation is to preserve and protect our chapters, increase their vibrancy, and strengthen their longevity. However, in recent years, our Order has shrunk from over 100 Standard Chapters to only 74 today and the prognosis for some of these remaining chapters is uncertain. Our approach to veteran membership eligibility has contributed to our Order's membership numbers steadily declining since 1984.

Concurrently, the number of Companions participating in our Order's meetings, outreach activities, and events has also steadily declined over the same period. The average male life expectancy in the US is 73.5 according to the Centers for Disease Control and Prevention's (CDC) mortality data as of December 2022, while the average age of our Companions has grown to over 70 years. Consider a United States Department of Veterans Affairs (VA) report which reported the average age of a veteran is 58 years old, with the largest group of veterans between the ages of 45 and 64. Post-9/11 veterans had a median age of about 37; Vietnam Era veterans had a median age of about 71; and World War II veterans were the oldest with a median age of about 93.2. To

thrive, we need younger veterans to join our Order and to move up in our organization. Our exclusionary veteran member eligibility policy neither has nor ever will deliver those needed results.

Our Internal Revenue Service (IRS) designation, i.e., Section 501(c)(19), requires us to be predominantly comprised of veterans. Appropriately, the IRS makes no distinction between officer and enlisted veterans. However, our Order's Constitution does by only allowing a small fraction of United States' veterans to be MOWW veteran members, i.e., only officers.

Our Order is long overdue in adopting a modern member eligibility policy allowing all US veterans to be MOWW veteran members. This amendment's approval will help us grow in volunteers, improve our demographics, and move forward in collaboration with other Veteran Service Organizations (VSO) so we can make progress by being seen as an inclusive VSO that opens its arms to all veterans. Then, our motto "*It is nobler to serve than to be served,*" which resonates with all veterans, will come to fruition.

Today, our MOWW Mission, Vision, Preamble, Motto, Tagline, Strategic Goals, and outreach programs require far more than just an officer population to support them. Since enlisted veterans are the vast majority of the United States' veteran population, their active participation as veteran members of our Order will improve our mission effectiveness and expand our community service and will bring much-needed younger members to our Order. The reality is core values and ideals drive all veterans—not just a fraction of them—who want to continue serving their nation after leaving active service, which is the essence of General Pershing's original vision.

Another fact: MOWW already allows enlisted veterans to be Companions, although not because they are veterans. Enlisted Companions have served as chapter members, program chairs, chapter officers, chapter commanders, and even region commanders. We only allowed this because they were *related* to an officer—not because of their Federally-recognized honorable military service. We just ignored their US veteran status and excluded them from being veteran members, which is fundamentally wrong. It's time to make this right and become a fully veteran-friendly VSO.

According to VA's National Center for Veterans Analysis & Statistics, as of 2020 there were 1,328,282 officer and 18,069,662 enlisted veterans. Some only see officers. We also see 19 million potential Companions—including younger veterans who our Order drastically needs. We have outlived our exclusionary membership eligibility criteria that ignores the vast majority of the veteran population who could be strong, contributing Companions. Other VSOs benefit from a policy of inclusion; we should too.

Those who argue that we should remain an officer-only organization ignore the reality that membership eligibility adjustments were part of our Order's traditions from the very beginning. At first, only male WWI veteran officers were members. Then, male WWII veteran officers became eligible. Next, all male officer veterans became eligible, followed by all female veteran officers becoming eligible. *Continually increasing veteran inclusivity to keep up with evolving times and circumstances and to extend our life as an organization is our actual membership eligibility tradition.* Evolving to full inclusivity will help us be relevant to succeeding generations, which is even more vital today. We are long overdue in becoming fully inclusive and welcoming home to

all US veterans, and we can become so by voting to adopt this proposed amendment in convention in 2024.

- d. Submitted by: Brig Gen Arthur B. Morrill, USAF (Retired)

**6.b. Proposed Constitutional Amendment to Article II, Section 1, Paragraph D, Sub-Paragraph 3).**

- a. Current Language: “3) The spouse, descendant, or adopted child of an officer who is, if living, or who would have been, if deceased, eligible as a member, or”
- b. Proposed Language: “3) The spouse, descendant, or adopted child of a veteran who is, if living, or who would have been, if deceased, eligible as a member, or”
- c. Rationale. See Rationale submitted for Proposed Constitutional Amendment to Article II (Membership), Section 1 (Membership Classification), Paragraph A (Regular Membership).
- d. Submitted by: Brig Gen Arthur B. Morrill, USAF (Retired)

**6.c. Proposed Constitutional Amendment to Article II, Section 1, Paragraph D, Sub-Paragraph 6).**

- a. Current Language: 6) The parent of an officer who is, if living, or who would have been, if deceased, eligible as a member, provided that the parent is a veteran of any of the seven uniformed services. [Section revised by National Convention approval in 2021.]
- b. Proposed Language: 6) The parent of a veteran who is, if living, or who would have been, if deceased, eligible as a member, provided that the parent is a veteran of any of the seven uniformed services. [Section revised by National Convention approval in 2021.]
- c. Rationale. See Rationale submitted for Proposed Constitutional Amendment to Article II (Membership), Section 1 (Membership Classification), Paragraph A (Regular Membership).
- d. Submitted by: Brig Gen Arthur B. Morrill, USAF (Retired)

**6.d. Proposed Constitutional Amendment to Article II, Section 1, Paragraph F**

- a. Current Language: PARAGRAPH F. Memorial Perpetual Membership. Memorial Perpetual Membership may be conferred upon a deceased officer who was a member of the Order at the time of their death, upon a deceased officer who was eligible for such membership but was not a member at the time of their death, or upon a citizen eligible for Hereditary Membership at the time of their death. Upon nomination by a chapter of the Order and upon Headquarters MOWW’s receipt of a contribution to the Perpetual and Memorial Membership Fund in the sum published in the Policy Manual, the name of such member will be inscribed in the records of the Order as a Memorial Perpetual Member.
- b. Proposed Language: PARAGRAPH F. Memorial Perpetual Membership. Memorial Perpetual Membership may be conferred upon a deceased veteran who was a member of the Order at the time of their death, upon a deceased veteran who was eligible for such membership but was not a member at the time of their death, or upon a citizen eligible for Hereditary Membership at the time of their death. Upon nomination by a chapter of the Order and upon Headquarters

MOWW's receipt of a contribution to the Perpetual and Memorial Membership Fund in the sum published in the Policy Manual, the name of such member will be inscribed in the records of the Order as a Memorial Perpetual Member.

- c. Rationale. See Rationale submitted for Proposed Constitutional Amendment to Article II (Membership), Section 1 (Membership Classification), Paragraph A (Regular Membership).
- d. Submitted by: Brig Gen Arthur B. Morrill, USAF (Retired)

**6.e. Proposed Constitutional Amendment to Article II, Section 3.**

- a. Current Language: SECTION 3. Chapter Member Assessment. Each chapter will be the judge of its individual Members with respects to election, resignation, expulsion and conduct unbecoming an officer, or other behavior not in conformity with the MOWW Constitution and Bylaws, if any action by a chapter may be appealed by the affected member to the General Staff for adjudication. Nothing herein stated or implied will preclude initiation of similar actions by the General Staff whenever a chapter fails to act, which the General Staff considers warranted. No resignation will be accepted from a member indebted to the Order.
- b. Proposed Language: SECTION 3. Chapter Member Assessment. Each chapter will be the judge of its individual Members with respects to election, resignation, expulsion and conduct unbecoming a Companion, or other behavior not in conformity with the MOWW Constitution and Bylaws, if any action by a chapter may be appealed by the affected member to the General Staff for adjudication. Nothing herein stated or implied will preclude initiation of similar actions by the General Staff whenever a chapter fails to act, which the General Staff considers warranted. No resignation will be accepted from a member indebted to the Order.
- c. Rationale. See Rationale submitted for Proposed Constitutional Amendment to Article II (Membership), Section 1 (Membership Classification), Paragraph A (Regular Membership).
- d. Submitted by: Brig Gen Arthur B. Morrill, USAF (Retired)

**Rebuttal to the Proposed MOWW Constitutional Amendment: Article II, Section 1, Paragraph A.**

**Submitted by: Brig Gen Arthur B. Morrill, III, USAF (Ret)**

The role of the Constitution & Bylaws (C&BL) Committee, as stated in the MOWW Constitution, Article VIII, Section 1: *"At the Committee's considered judgment, proposed amendments may be forwarded to the delegates to the MOWW Convention or not."* The role of the C&BL Committee is not to approve or disapprove of a proposed amendment, but to bring forward an amendment that has been duly considered.

Two amendments regarding Article II, Section 1, Paragraph A. Regular Membership were properly submitted to the C&BL Committee, the referenced amendment by Brig Gen Morrill and one submitted by the Membership *Ad Hoc* Committee (MAHC). The MAHC amendment was a product of that committee, commissioned by the EXCOM via an appointment letter on 9 February 2023, and a re-appointment letter of 6 August 2023. Its purpose was to determine the demand, necessity, and feasibility of changes to requirements for membership in the Order. The MAHC was to consider, delineate, and weigh the pros and cons of changes to the Order's membership requirements, and the committee was required to

produce a report outlining their findings, and to report their findings to both the EXCOM and to the General Staff at convention. As a further charge to the committee, they were tasked with producing a proposed Constitutional Amendment for consideration at convention if the findings of the committee indicated a constitutional amendment was needed for the good of the Order. The extensive work of the MAHC is well documented in their report that is currently published on the MOWW website.

The EXCOM endorsed both the MAHC's final report and their proposed Constitutional Amendment to change MOWW membership requirements to include E-7 through E-9 at their meeting of 7 March 2024.

This amendment by Brig Gen Morrill, after careful consideration, was not brought forward by the C&BL committee for consideration at convention. Although well-crafted it lacked a thorough and systematic evaluation of the will of Companions within the Order, and an assessment of the potential consequences to the Order, both positive and negative, contained in the MAHC amendment submission. As a result, it lacks the rigor that similarly crafted, previously proposed amendments at convention suffered from and was a reason that these prior amendments were either not brought forward at convention or failed to pass the vote.

In evaluating the merits and rationale of these two amendments, it is the considered judgment of the C&BL Committee that only the Constitutional Amendment proposed by the MAHC be brought forward for discussion and vote at convention.



## ETHICS COMMITTEE | ANNUAL REPORT

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### 1. Committee Members:

CHAIR PCINC Capt Deborah A. Kash, USAF (Ret)  
VICE CHAIR LTC Dennis V. Christo, USA (Ret)  
MEMBER COL Robert F. Schlegel, Jr., USA (Ret)

### 2. General Overview:

The basic obligation of the Elected and Appointive Companions of the Military Order of the World Wars (MOWW) while doing public service for this National Veterans non-profit corporation. Public service is a public trust. Each office holder (whether appointed or elected, at the chapter, department, region, or national levels), has a responsibility to the Military Order of the World Wars, Incorporated and its members, to place loyalty to the MOWW, the U.S. Constitution, all Federal, State, and Local laws, and the ethical principles, as prescribed by the Congress of the United States of America's "Ethics in Public Service" above private gain. A Committee member will be appointed annually, for a three-year term, by the Commander-in-Chief, and select the Companion to serve in the position of Chair, with the advice and consent of the General Staff. The members of the Ethics Committee shall serve on the Ethics Board and address a fact or situation that involves unethical conduct.

### 3. Ethics Committee Actions

The Ethics Committee did not make any recommendations for the OY 2023.

FOR THE GOOD OF THE ORDER

PCINC Deborah A. Kash, Capt, USAF (Ret)  
Chair, Ethics Committee, MOWW

## FINANCE COMMITTEE | ANNUAL REPORT

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### 1. Committee Members:

- Col Mike Farrell, USMC (Ret), Co-Chair, Chief of Staff, Chief Operating Officer
- Col Jerry E. Knotts USAF (Ret), Co-Chair, Treasurer General, Chief Financial Officer
- Lt Col David Worley USAF (Ret), Member, Senior Vice Commander in Chief
- PCINC LTC John H. Hollywood, USA (Ret). Member, Chair, Board of Trustees
- CW4 Gary L. Smith, Assistant Treasurer General
- The Finance Committee is supported by Certified Public Accountants from Thompson Greenspon.

### 2. General Overview:

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

### 3. Projects and Assigned Tasks:

- Annual Budget Process. The FC led the development and approval process for the Fiscal Year (FY) 2024 MOWW Budget. The FY 2024 budget held top line expenses at 2023 levels while supporting initiatives to upgrade HQs computers, added funds for Chief of Staff travel, increased the *Officer Review* editor contract, and allocated modest amounts for advertizing and marketing. Additionally, the FY 2024 budget contained a cost-of-living increases of 3% for the two salaried HQs employees.
- In an effort to increase revenues HQs MOWW implemented the General Staff approved Regular and Perpetual Member dues increases on 01 Jan 2024. After a comprehensive review, targeted price increases were implemented on selected MOWW Online store items effective 01 Jan 2024. MOWW HQs also initiated Facebook, mass e-mail and website based CINC solicitation donation requests which included a "Giving Tuesday" donation request.
- Quarterly Financial Review (QFR). The QFRs are conducted to review annual budget execution and investment portfolio performance. The FC reviews the budget execution and investment portfolio performance based on the MOWW Fiscal Year (01 Jan to 31 Dec). QFRs typically review the following Financial Exhibits:
  - Statement of Financial Position. (Balance Sheet)
  - Statement of Activity (Actual vs. Budget) Summary
  - Statement of Cash Flow
  - Annual Budget
  - BOT Investment Strategy
  - BOT Investment Portfolio (Fund) Quarter Statement Review
  - The FY 2024 Budget execution is on track despite inflationary pressures that have increased costs across the board.

- The Investment portfolio performance has improved in the current year. See the Board of Trustees Annual Report. Further uncertainty in the overall economy and volatility in the financial markets is expected to continue.
- FY 2023 P&M Dividend Distributions. The FC reviewed the performance of the MOWW PM Funds as of 31 Dec 2023 and made a specific recommendation to the Executive Committee on the calculated P&M dividend distribution.
  - During 2023 the PM Fund was impacted by lower-than-average Interest and dividends and higher than average realized losses. These realized losses resulted from the sale of securities to fund MOWW operations at inopportune times during the year.
  - The FC recommended and the EXCOM approved making a deliberate adjustment to this year's calculation by designating \$200,000.00 to be distributed of which 50% or \$100,000.00 was distributable to the chapters. This resulted in a distribution of 5.35 per PM Member.
  - All PM Funds distributions were sent via electronic means direct to chapter bank accounts utilizing MOWW payment system Bill.com.
- IRS 990 Filing Requirement. The FC reviewed and tracked the filing status of MOWW chapters throughout the year. All chapters filed the required IRS 990 during FY 2023.
- The Finance Committee will be reviewing and updating the written duties of the MOWW Treasurer General and the Chief of staff and drafting appropriate change recommendations for the MOWW Policy Manual and the MOWW Constitution and Bylaws.

FOR THE GOOD OF THE ORDER

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

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

## HOMELAND SECURITY COMMITTEE | ANNUAL REPORT

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Homeland security challenges, ranging from natural disasters through attacks on the public, continue. The Order's chapters and Companions have risen to this challenge through a variety of homeland security outreach efforts. As of the drafting of this report for the 1 June 2024 reporting deadline, three chapters have submitted applications for the Chapter Homeland Security Award, an increase over the past operating year. As examples of the chapters' accomplishments:

- The Col. George C. Woolsey Chapter, CA, provided ten homeland security-related awards, including the MOWW National Law and Order Outstanding Service Award, 2nd Place. The chapter also supported an LCS USS Santa Barbara visit to its namesake city.
- The Puerto Rico Chapter, PR, conducted a range of activities for Customs and Border Patrol (CBP) staff, including providing Silver Patrick Henry awards to CBP staff, assisting with CBP's Veterans outreach activities, and holding a chapter meeting at a CBP Air and Maritime Operations (AMO) office which included a presentation of AMO's mission.
- The Northeast Florida Chapter presented awards to the Jacksonville Firefighter of the Year, the Jacksonville Sheriff of the Year, and the Clay County Deputies of the Year, and also recognized their local chiefs and sheriffs with certificates of recognition.
- The Fort Hood Chapter, TX, sought to educate its Companions about homeland security and other issues via the National Defense Briefing Series website, <https://ndbsinc.org/>. They have also coordinated with other Central Texas veterans service organizations and a retired intelligence warrant officer working with fusion centers.
- The MG Miles Chapter, NM, put out a press release following a homeland security-themed meeting with a guest speaker.
- The Fort Knox Chapter, KY, hosted the Hardin County Sheriff. They also have a Companion who works for the Kentucky Homeland Security Office, from which they receive monthly updates. The chapter has also been able to have newspaper articles in the *Louisville Courier Journal* and the *Elizabethtown News-Enterprise*.
- The Virginia Piedmont Chapter has an article on homeland security and national security for each of their newsletters. They have also presented Outstanding Service Awards to their local police and fire chief in Lynchburg, VA.

As for myself, I am always happy to present on mass attacks and political violence prevention and protection issues. I encourage you to review the Department of Justice-sponsored educational website I led, the *Mass Attacks Defense Toolkit*, at <https://www.rand.org/pubs/tools/TLA1613-1/toolkit.html>. For the two-page summary, see *Five Things About Protecting Against Mass Attacks* at <https://nij.ojp.gov/topics/articles/five-things-about-protecting-against-mass-attacks>. For an even quicker summary, these five things we should know are:

1. We can collectively prevent many mass attacks. Of the plots foiled in advance, almost two-thirds have been due to tips from the public.

2. To use public and other tips effectively, communities need to have multi-partner teams to assess those tips and determine what to do next.
3. Advance training and preparation to secure possible target sites reduces casualties in the very rare cases when attacks do occur.
4. Effective responses to mass attacks also require advance planning and training.
5. We also need to plan for the aftermath of attacks and recovery.

From a committee perspective, this year we circulated a revised Chapter Homeland Security Award application; we hope to put the application online on the Order's website next year, as with other Chapter Award applications.

Overall, we have continued to see an impressive few years for the Order's homeland security outreach efforts. We look forward to even more impressive efforts in the future.

FOR THE GOOD OF THE ORDER

John S. Hollywood, PhD., HPM  
Chair, Homeland Security Committee

## INFORMATION & PUBLICITY COMMITTEE | ANNUAL REPORT

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### 1. Committee Members:

Chair, Maj Robert Williams;	<a href="mailto:rbrtwill1@verizon.net">rbrtwill1@verizon.net</a>
Vice Chair, CDR Ron Kirkland	<a href="mailto:rgseahorse@aol.com">rgseahorse@aol.com</a>
Chuck Bennett	<a href="mailto:LPDChief@aol.com">LPDChief@aol.com</a>
Patricia Krause	<a href="mailto:krause19420@gmail.com">krause19420@gmail.com</a>
LT Mary Susan Layle	<a href="mailto:marysuelayle@gmail.com">marysuelayle@gmail.com</a>
Martin Madera	<a href="mailto:martymadera@mac.com">martymadera@mac.com</a>
Joseph Mulberger	<a href="mailto:joseph.muhlberger@gmail.com">joseph.muhlberger@gmail.com</a>
COL Kenneth McCreedy	<a href="mailto:kmccreedy1954@gmail.com">kmccreedy1954@gmail.com</a>
Robert Sodrerstrom	<a href="mailto:mowwatlanta@yahoo.com">mowwatlanta@yahoo.com</a>
Jenna Tomas	<a href="mailto:jtomas@moww.org">jtomas@moww.org</a>
Patricia Williams	<a href="mailto:mo220419@gmail.com">mo220419@gmail.com</a>
VCINC Lt Col Marlon Ruiz	<a href="mailto:ruizmarlon08@gmail.com">ruizmarlon08@gmail.com</a>
CS COL Michael Farrell	<a href="mailto:chiefofstaff@moww.org">chiefofstaff@moww.org</a>

Note: The Information and Publicity Committee (IPC) increased its membership from 8 during OY 2022/23 to 13 for OY 2023/24.

2. **General Overview:** Information and Publicity Committee directly supports the 2023-2028 Strategic Plan approved by the 2023 National Convention. Specifically Strategic Goal 3(SG-3) “Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies, and local community engagement” and the second objective – “Integrate the Information and Publicity Committee as the focal point for creating and executing the overall National MOWW Communication and Marketing Strategy to include assisting regions, departments and chapters.”

ANNEX B – ATTACHMENT C COMMITTEE-RELATED METRICS (14 TOTAL) Metrics in this attachment will be assessed in the 2023-2024 End-of-Year Annual Report and should be considered when completing related action plans.

Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.- Are committee chairs and members assisting chapters with their recruiting and outreach program involvement? (SG-1)

- Have national committees engaged with regions and chapters providing guidance, information, and assistance in the development and execution of outreach programs? (SG-1)
  - The Information and Publicity Committee (IPC) has developed and published a Chapter Newsletter Self Scoring Workbook to be used during the current operating year which chapters will use to “self-score” the chapter’s newsletters published during OY 2023-24.

Strategic Goal Two (SG-2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.

- Have committees assisted Headquarters MOWW, regions, and chapters in the establishment of alliances and strategic partners? (SG-2)

Strategic Goal Three (SG-3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement.

- Has the Information and Publicity Committee assisted Headquarters MOWW in the development of a National Communication and Marketing Strategy? (SG-3)
  - The IPC developed the MOWW National Communication and Marketing Strategy which has been published and is available on the MOWW website under Resources/Tips& Guides.
- Has the Information & Publicity Committee assisted chapters and regions with their communication, publicity and community outreach activities? (SG-3)
  - The IPC has developed and published a Chapter Newsletter Self Scoring Workbook to be used during the current operating year which chapters will use to “self-score” the chapter’s newsletters published during OY 2023-24.
- Have National Committees engaged chapters and regions in promoting ways to engage with their communities and increase visibility of local programs? (SG-3)
  - Newsletters published by the chapters are posted to the SharePoint folder on the MOWW website and are available for all chapters to review. Chapters are encouraged to share their newsletters with other organizations within their local area. This is a specific question on the Chapter Information and Publicity Award submission form.

Strategic Goal Four (SG-4): Annually grow engaged and sustainable MOWW membership.

- Do Committee Members communicate with Chapters to influence recruiting toward improved Chapter membership? (SG-4)
- Is the Strategic Growth Committee continuously reviewing and conducting appropriate studies to determine what attracts Companions to become and remain as members? (SG-4)
- Is the Strategic Growth Committee conducting analysis towards determining how MOWW can improve the attraction of cohorts essential to membership growth? (SG-4) Page 8 of 10
- Do National Outreach Committees communicate and work with chapter outreach program managers to enhance and influence veteran recruiting in their chapters? (SG-4)
- Do Committee Outreach Committees share chapter newsletters with other organizations to influence communication with MOWW Chapters? (SG-4)

- The IPC Newsletter Coordinator ensures newsletters published by the chapters are posted to the SharePoint folder on the MOWW website and are available for all chapters to review. Chapters are encouraged to share their newsletters with other organizations within their local area. This is a specific question on the Chapter Information and Publicity Award submission form.

Strategic Goal Five (SG-5): Increase revenues ensuring adequate financial resources to fulfill the Order's mission. (No associated metrics) – Not applicable Strategic Goal Six (SG-6): Increase the number of Chapters and strengthen existing Chapters.

- Do committees have a leadership succession plan? (SG-6)
  - The Vice Chair of the IPC serves as Committee Chair when required.
- Do Committee companions communicate with and influence chapters with chapter recruiting efforts? (SG-6)
- Do national outreach committees conduct training at the chapter or regional levels? (SG-6)
  - The Chair and other Committee members conduct training for the implementation of the Chapter Newsletter Self-Scoring Workbook and provide assistance when requested.

### 3. 2023/24 Projects and Assigned Tasks (Goals) toward achieving Strategic Goals

#### Newsletters:

- The IPC created and published the MOWW Chapter Newsletter Self-Scoring Workbook which enabled the chapters to “self-score” their chapter newsletters and submit the results to the committee. Workbook posted to MOWW website under Resources/Forms. Specific instructions on how to (1) access and download the workbook provided to all Chapter Commanders/Newsletter Editors; (2) properly complete the “self-scoring” of newsletters published by the chapter during OY 2023/24, and (3) following completion of the self-scoring of the newsletters, how to post the completed workbook back to the MOWW website.

#### Information and Publicity Chapter Program

- The IPC reviewed and updated the Chapter Information and Publicity Program Award (MOWW Form 18) content – non-relevant questions deleted and new questions added.
- The IPC developed and published the MOWW Communication and Marketing Strategy which has been posted to the MOWW website Resources/Tips and Guides for use by Chapters.

### 4. Projected Committee Tasking for OY 2024-25

#### National Publicity and Marketing Plan



- Complete development of National level Marketing and Publicity Plan to provide guidance for Chapters.

Review and Update Information and Publicity Program and update Policy Manual Revision as appropriate.

- Revised Vision Statement
- Revised Mission Statement
- Revised Strategic Objectives

Review and Update Information and Publicity Award Programs

- Define “e-newsletters” and establish guidelines and evaluation criteria.
- Review and update/revise MOWW Form 24 as appropriate.

Incorporation of National Branding Guidelines

- Review and Update/Publish Guidelines for Chapter websites and social media platforms. (Social Media Playbook)
- Websites and social media platforms reflect MOWW mission and image.

## 5. OY 2023-24 Chapter Information and Publicity Program and Newsletter Award Submissions

MOWW Form 18 Chapter Information and Publicity Award Submissions

Number of Chapters Submitting MOWW Form 18		
	OY 2022/23	OY 2023/24
Large Chapters	4	3
Medium Chapters	10	10
Small Chapters	4	8
Total	18	21

Chapter Newsletters Submitted to MOWW Dropbox (SharePoint)

**Note:** The number of newsletters listed is based on the number of newsletters received for posting to MOWW SharePoint as of 31 May 2024.

Number of Chapters Submitting NL		
	OY 2022/23	OY 2023/24
Large Chapters	13	13
Medium Chapters	17	13
Small Chapters	13	14
Total	43	40

	OY 2022/23	OY 2023/24
No. Chapters Submitting NL	43	40
Chapters Publishing 9-12 NL		22
Chapters Publishing 5 to 8 NL		8
Chapters Publishing Less than 5 NL		10

No of Chapters by Region		OY 2023/24
Region I		1 of 7
Region II		2 of 5
Region III		4 of 5
Region IV		3 of 8
Region V		4 of 8
Region VI*		5 of 7
Region VII		1 of 6
Region VIII		9 of 12
Region XIII		6 of 8
Region XIV		5 of 10

Disclaimer: Forty of the 75 chapters in the Order published a total of over 300 newsletters, based on those Chapters submitting newsletters for posting to SharePoint prior to the cutoff date. The actual number of newsletters being published for OY 2023/24 will be larger than reflected in this report since many chapters submit newsletters for posting to SharePoint after the 1 June cut-off for this report.

## 6. Conclusions.

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

- Clarification and publication of the dates for the award cycle for Chapter Program Awards – (1 June through 31 May VS the Order's Operating Year (1 July thru 30 June) needs to be provided to ALL committees and the Policy Manual revised accordingly.
- Newsletter Depository (SharePoint) includes Chapter newsletters published over the previous many years. These are available for other chapters to use as a resource for their own newsletters.
- Many chapters continue to publish newsletters only for the months during which the chapter meets and not throughout the operating year.
- Many chapters continue to distribute newsletters only to the members of their chapter and do not use the newsletters as a publicity and recruiting tool outside of the chapter.
- Many chapters DO communicate within their chapter thru various means other than newsletters – i.e. email, website, social media, etc.
- Chapters publish newsletters based on the availability of Companions who are (1) willing to take the time and effort to do so, and (2) possess the skill sets to use existing software to create and publish newsletters.

- Chapters may be publishing and distributing newsletters internally; but are NOT forwarding them for posting to the new newsletter depository.
- While four chapters have ceased publishing chapter newsletters due to either lack of resources/capabilities or closure, two chapters have begun publishing newsletters.

**7. Recommendations.**

- Chapters are reminded Chapter Newsletters are included in the MOWW National Archives by the Historian General and consequently, are an integral part of the history of their Chapter and the Order. According to the Historian General, currently, only “hard” printed copies of the newsletters, downloaded from the Dropbox, can be archived in the MOWW National Archives. Alternative methods of archiving the newsletter files for historical purposes are being investigated.
- Chapters should be encouraged to publish newsletters monthly, rather than only during the months those chapters meet. This would keep their Companions aware of not only chapter activities, but also other activities within their community.
- In order to fully implement the Order’s Strategic Plan at the Chapter level, chapters should seriously consider expanding the distribution of their newsletters to other organizations in their local area in order to increase the visibility of their Chapter and the Order.

FOR THE GOOD OF THE ORDER

Robert J. Williams, Major, USAF, Retired  
Chair, Information and Publicity Committee

## LEGISLATIVE & RESOLUTIONS COMMITTEE | ANNUAL REPORT

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The Legislative & Resolutions Committee did not receive any resolutions to review or process or legislative requests during the year 2023-24.

However, it was recommended that the resolution titled **Promotion of Civics Education In Public and Private Schools** —be reissued at the annual convention in King of Prussia, Philadelphia, Pennsylvania. This resolution was inspired by CINC LTC (DR) Michael A. Okin in his CINC's Perspective in the November/December Issue of the 2022 Officer Review.

The resolution is attached to this report for approval at the Military Order of the World Wars, in convention in King of Prussia, Philadelphia, Pennsylvania August

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

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

For the good of the Order

LTC King Moss II USA (Ret) Chairman  
Legislative & Resolution Committee

Enclosures: (1) Proposed National Resolutions: PROMOTION OF CIVICS EDUCATION IN SCHOOLS

## PROPOSED NATIONAL RESOLUTIONS

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### NATIONAL RESOLUTION FOR PROMOTION OF CIVICS EDUCATION IN SCHOOLS

**WHEREAS,** The Military Order of the World Wars (MOWW) is a patriotic Veterans Service Organization promoting good citizenship; patriotic education; military and public service; and especially youth leadership and citizen development whose motto is, "It is nobler to serve than to be served," and

**WHEREAS,** civics education in the United States of America has greatly diminished since the late 1950s with the focus on core STEM courses to the exclusion of civics studies resulting in only one in four citizens in 2016, and less than one in three citizens in 2021 knowing the names of the three branches of government of the United States; and fewer knowing the specified roles to which the branches are supposed to be limited including declaring war, making treaties, and making laws, and

**WHEREAS,** there are no federal standards for teaching civics or social studies in schools; those standards are being left up to individual states, and

**WHEREAS,** civics education and engagement increase knowledge of our system of government, its history and laws; build students' confidence in their ability to exercise the responsibilities of citizenship; and increase participation in the community and in our government, and

**WHEREAS,** knowledge of the government of the United States and its history are essential for citizens to be informed, active and capable of constitutional self-government, and

**WHEREAS,** at least the last six United States Presidents noted that education is basic to good citizenship and the exercise of democracy; and having knowledge of our unique history and our founding documents is necessary to ensure this country's survival during challenging times,

**NOW, THEREFORE BE IT RESOLVED** that the Military Order of the World Wars, in convention in King of Prussia - Philadelphia, Pennsylvania, August 6-10, 2024, strongly recognizes the need for strong civics education in all public & private schools, and home schooling associations; and recommends all states and territories have comprehensive national and state civics courses taught in all secondary schools and college campuses with this recommendation being sent to all state and territorial capitols.

## MAGAZINE COMMITTEE | ANNUAL REPORT

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The MOWW Magazine Committee held its annual meeting on 18 January 2024 to identify *Officer Review*<sup>™</sup> magazine articles from 2023 for the VADM Dyer Writing Awards. The meeting was conducted using Zoom.

Committee members in attendance were:

COL Vicente C. Ogilvie, USA (Ret), Chair  
LTC Edmund F. Feige, USA (Ret), Vice Chair  
PCINC LTC Ruth L. Hamilton, USA (Ret), Recorder  
CS Col Michael Farrell, USMC (Ret), Editor-in-Chief, *Officer Review*<sup>™</sup> (Ex Officio)

Committee members unable to attend the meeting, but submitted article input were:

PCINC CAPT Russell C. Vowinkel, USN (Ret)  
PCINC LTC John H. Hollywood, USA (Ret)  
CDR Robert F. Hartman III, USN (Ret)

The IPCINC typically is a statutory member of the Magazine Committee deliberations. However, IPCINC LTC Michael A. Okin MD, USA (Ret) was unable to participate this year; he will participate next year.

All Committee members received Magazine Committee Guidance & Voting Procedures prior to the meeting. Each member submitted his/her top five articles from *Officer Review*<sup>™</sup> magazine issues January to December 2023. A list of the most frequently selected articles was compiled and emailed to all members before the meeting. The Committee Chair welcomed everyone and asked the Chief of Staff/Editor-in-Chief of the *Officer Review*<sup>™</sup>, Col Farrell, to provide an update on the magazine, article submissions, etc.

Committee members then rank-ordered the complete list of most frequently selected articles to determine a First Prize, Second Prize and three Honorable Mention Prizes in accordance with the VADM Dyer Writing Award criteria. Award recipients will be announced at the 2024 MOWW National Convention Awards Luncheon. The prize amounts for winning articles are as follows:

VADM Dyer Writing Award Prizes:

- First Prize (One award at \$2,000)
- Second Prize (One award at \$1,000)
- Honorable Mention Prizes (Three awards at \$500 each).

The Committee encourages all Companions to write and submit articles on their personal military career experiences or that of others, topics of historical interest, and/or significant chapter activities for potential publication in the *Officer Review*<sup>™</sup> magazine.

FOR THE GOOD OF THE ORDER,

COL VICENTE C. OGILVIE, USA (Ret)  
Chair, Magazine Committee

## MOWW-PERSHING RIFLES GROUP | ANNUAL REPORT

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1. Committee Members:

- a. Chair, LTC Paul F. Farinella, USA (Ret)
- b. Vice Chair, LTC Carlton R. Witte, USA (Ret).

2. General Overview:

- We Coordinated with the CEO of the PRG Jimmy Reaves and the Ft Meade Chapter Veteran's day coordinator, COL McCreedy, to provide Pershing Rifles , Blackjack and Pershing Angels support including the laying of a wreath for the 11 Nov 2023 wreath laying ceremony at Arlington. Pershing Rifle Alumni /Staff along with MOWW Companions attended my annual dinner celebration we have at Jeffrey's Tavern in Arlington each year after the ceremony.
- Although I did not attend the P/R NATCON in March 2024, P/R brothers and MOWW Companions from the NE did attend and assisted the PRG as required in Tenn. The PRG will attempt to provide a Color Guard, either from a Blackjacks unit or an active P/R Company or the MOWW NATCON 2024 at the Crowne Plaza hotel this August. They were cordially invited to attend as guests as well.
- The last week of May 2024, the Ft Meade Chapter wondered how they could reach for next year, active P/R and BLACKJACK units for their mid-May Massing of Colors ceremony. Moving forward I told them the committee will provide POCs for all active BJ and P/R units so MOWW Chapters can request P/R Companies and BJ units' personnel as well as High School JROTC units to participate fully in their massing of Color ceremonies. Since March 2023, new BLACKJACK units have been forming in MD and Florida in existing JROTC units. In addition, we hope to get more newly formed BJ unit cadets to attend our 11 Nov 2024 ceremony at Arlington Cemetery.
- More P/R Alumni retired military Officers are joining MOWW chapters. We hope to continue that trend in the future and encourage more P/R / ROTC newly commissioned Officers to join MOWW.
- Finally, last March, I was asked to submit a resume to become an active member of the P/R Foundation. I would love to see how they solicit and utilize their funding for active P/R-BJ units and possibly incorporate MOWW Chapter Youth outreach initiatives into the mix. To date I have not heard on a decision by the Foundation Board.

FOR THE GOOD OF THE ORDER

LTC Paul F. Farinella, USA (Ret)  
Chair, MOWW-Pershing Rifles Group Committee

## NATIONAL SECURITY COMMITTEE | ANNUAL REPORT

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1. Committee Members:

Col Adalberto Rivera – Chair  
COL Maryetta Beck – Vice Chair

2. General Overview:

The committee monitors international threats and United States defense and foreign policy strategies, policies, and procedures related to those threats.

3. Projects and Assigned Tasks:

- a. To focus on military, political, economic and intelligence decisions as to their impact on the US Armed Forces capabilities to execute strategic and tactical missions that protect the United States from direct or indirect attack.
- b. To provide the EXCOM, the national officers and other Companions of the Order the impact of those policies as they regulate military budgeting, personnel ceilings, force development, research and development, the measures that predict the future ability of diplomatic, military and intelligence organizations to react for the good of the nation.
- c. To recommend national security positions to the EXCOM, resolutions to the Order in convention, and assist chapters in developing and maintaining a viable National Security Education Program.

4. Assessment of progress toward achieving Strategic Goals: (as applicable) *Strategic Goal 1: The National Security Committee intended to get National Security (NS) Program Coordinators assigned at each chapter in the order. At the current time, only four chapters provided letters of appointment for their NS Program Coordinators. As an alternative, all communication and coordination efforts were channeled through their respective region commanders.*

- a. *Strategic Goal 2: Working on the development of courses of action for the encouragement in the establishment of alliances.*
- b. *Strategic Goal 3: This goal is covered on Section 1.B. of the National Security Program Award Chapter Nomination Form, MOWW Policy Manual Appendix M. One chapter utilized their electronic format newsletter to publish 10 featured NS articles, which in turn they send to many recipients, to include 5 public officials. Four chapters conducted news releases on National news media on an interview on NS issues. Three chapters submitted articles to the Officer Review, with one chapter getting two articles published.*
- c. *Strategic Goal 4: Assisted in the recruitment in Region VI of a retired General Officer with Senior Policy, Strategy and Plans experience, Assistance Chief of Staff G4 for MARFORCYBER, former Wartime Chief of Staff at Yunsang, Seoul, Korea, and former Director of Logistics at the Defense Media Agency. Some sharing of newsletters exchanges with other organizations.*
- d. *Strategic Goal 5: No associated metric*



- e. *Strategic Goal 6: At the time the National Security Committee lacks a succession plan, due to nly having two committee members appointed (Chair and Vice Chair). The current committee Vice Chair is very well capable of taking over as chair at any time. No training was conducted at chapter or region levels.*

## 5. Conclusions.

At the beginning of the operational year, we were able to identify only two National Security Program Coordinators within the order: one at the Puerto Rico Chapter and one at Augusta Chapter. After getting all the NS Award Nomination packages, we were able to identify three additional ones: one at Ft Hood Chapter and two at Puget Sound Chapter.

Since no chapter submitted point of contacts at the beginning of the operational year, all pertinent and relevant information to chapters was channeled through their Region Commanders for relay.

For the National Security Award Program Nominations – Operational Year 2023, we received nine (9) chapter nominations; three (3) on the Large Chapter category, four (4) on the Medium Chapter category and two (2) on the Small Chapter category.

## 6. Recommendations.

- a. At chapter level, to name a Security Program Coordinator, responsible for both the Homeland Security and National Security programs. This will allow the appointment of a single person to run the security program at chapter level, making it easier for the Chapter Commander to fill the position.
- b. To add a grading area to the NS Award Nomination form, to evaluate and encourage the establishment of partnerships with other organizations.
- c. The use of the Appendix M Scoring Sheet keeps causing confusion at the time of submitting the chapter packages. We should consider eliminating it and just keep the grading sheets that appear afterwards.

FOR THE GOOD OF THE ORDER

Adalberto Rivera, Col, USAF (Ret)  
Chair, National Security Committee, MOWW

## NOMINATING COMMITTEE | ANNUAL REPORT

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1. Committee Members:

BGen Frederick Lopez, USMCR (Ret) - Chair  
LTC Michael Okin, MD, USA (Ret) - Vice-Chair

2. General Overview: From the MOWW Policy Manual –

The Nominating Committee shall consist of a Chair, who shall be the second immediate living Past Commander-in-Chief, and all other Past Commanders-in-Chief, all region commanders currently installed, and one representative from each chapter, who shall be a member of that chapter. The immediate living Past Commander-in-Chief will always fill the position of vice-Chair. In the absence of its commander, a region may provide written authorization for its senior vice commander or general staff officer to represent it. In the absence of a selected representative from a chapter at the National Convention, the chapter delegates present in National Convention may select one of their number as the chapter representative. Department commanders may have one vote and represent any one chapter in their department that may have no delegates present at the annual MOWW Convention. The Chair and the vice Chair, being direct representatives of the Commander-in-Chief, shall have no vote in the committee, nor shall they act in the committee meeting in a manner supporting or opposing the candidacy of any Companion. See also Appendix E, "MOWW Candidate Nominating Process," MOWW Form 22, "Convention Delegate Appointment," and MOWW Form 23, "Chapter Nominating Committee Member/Alternate."

3. Projects and Assigned Tasks: The Nominating Committee arranged and scheduled the following activities for Companions and candidates seeking national office during the 2024 National Convention to be held in Valley Forge, Pennsylvania. All nominating and election activities will be done IAW MOWW Policy Manual Appendix E, MOWW Candidate Nominating Process.

- Candidate Orientation: The nominating rules and procedures will be discussed and there will be an opportunity to ask questions of the Committee. All declared candidates have been notified and nominating and seconding officer information requested. A room has been assigned and will be announced at the appropriate time. Details for room and time will be available at the registration desk.
- Candidates Forum: All Companions seeking national office may make a presentation and receive questions in front of convention delegates. Any candidate wishing to speak at this forum may do so. Specific time and limitations for speeches and questions will be enforced. The room and designated time will be reflected in the convention agenda and at the registration desk.
- Nominating Committee Meeting: Companion candidates seeking national office will have designated delegate officers nominate and second them for their desired national office. Credentialed Nominating Committee members will then select the list of nominees to be reported to the convention delegates on the ballots provided in their credentialed packets, which will include the appropriate usage instructions. All members will be instructed in the rules at the meeting.
- Presentation of nominees to convention delegates: The Chair, Nominating Committee, will

present the nominees selected by the Committee to the convention delegates at a time specified by the Commander-in-Chief.

4. Assessment of progress toward achieving Strategic Goals: Not applicable.
5. Conclusions. Not applicable.
6. Recommendations.
  - a. Candidates for national office and their nominators must be identified to the Nominating Committee one week prior to the convening of the convention.

FOR THE GOOD OF THE ORDER

PCINC BGen Frederick R. Lopez  
Chair, Nominating Committee, MOWW

## PATRIOTIC EDUCATION COMMITTEE | ANNUAL REPORT

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### 1. Patriotic Education Committee (PEC) Members:

- Chair: LtCol Dave Dunlap | MG Wheeler Huntsville Chapter, AL; 256-651-1983; dunlapdl@aol.com
- Vice Chair: COL Bill Townsley | Hampton Roads Chapter, VA; 757-478-7467; townsley2369@gmail.com
- CAPT Michael “Buz” Isban | West Valley, AZ; 623-512-0765; buzisban@cox.net
- CDR Ralph Lewis | Hill Country Chapter, TX 830-377-0915, ralph71@gmail.com
- COL Stephen A. Shambach, USAF (Ret), Colorado Springs Chapter, shambachsm@msn.com
- LtCol Marlon Ruiz | Santa Cruz Chapter, AZ; marlon.ruiz@earthlink.net

### Region Patriotic Education Coordinators:

- LTC Michael Jarvis | Green Mountain Chapter, VT
- COL Mike Peck | Chicago Chapter, IL,
- LTC Susann Kirlin (Ret) | Philadelphia Chapter, PA,
- COL Bill Townsley | Hampton Roads Chapter, VA
- Trent Laviano | Knoxville Chapter, TN,
- LTC Gary O. Engen, USA (Ret)
- Tom Hart | Chapter, FL,
- Col Carlos Quiñones | Puerto Rico Chapter, IL,
- BG Harold Bunch
- CPT Virginia E. Wyrick, OKARNG
- Col Jerry E. Knotts, USAF (Ret)
- CDR Ted Parsons | San Diego Chapter, Ex Officio Members: YLC Directors and YLS Directors

### 2. General Overview:

- The PEC is responsible for promoting, guiding, administering, and assessing the Order’s patriotic education programs and assisting chapters toward achieving attractive, and high-impact community Patriotic Education outreach programs and activities.
- MOWW’s Patriotic Education Program (PEP) is to instill responsible and more capable citizenship, stimulate love of our country and flag, and help equip our nation’s youth with leadership skills. To achieve this, chapters commit, develop, implement, host and/or support PEP events and activities. The PEC helps chapters by trying to achieve the above.

### 3. Projects and Assigned Tasks:

- Encourage and facilitate chapters hosting and supporting existing or new Youth Leadership Conferences (YLC) and Seminars (YLS), and Massing of Colors (MOC) events, and other PE events/activities.
- Encourage Regions and Chapters to have their PE-related events/activities noted and leveraged within a Region or nearby Region.

- Collect and assess data from event reports for event quality relative to event type (e.g., adherence to curriculum mix for a YLC) and for noting and sharing information that may help chapters improve their respective PE events/activities.
- Encourage and simplify reporting of PE events/activities, each of which contributes to the overall MOWW PE footprint.
  - Interact with Chapters to address changes to forms related to PE.
- Interact with the Outreach Program Manager (OPM) to streamline material organization and collection of needed data, photos and video clips.
- Compile and maintain schedules for YLCs, YLSs and MOCs for accuracy, currency and MOWW-wide and public awareness. The schedules are posted at the PEP page of moww.org.
- Help build partnerships with other organizations to toward increasing MOWW visibility and outreach.

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

Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities, particularly outreach program involvement and providing guidance, information, and assistance in the development and execution of outreach programs

- The table below shows the number of and student attendance of YLC/YLS events for PY 2019-2023 and the number of MOCs last year. This year we are up to 16 YLCs for 862 students and 15 YLS events for another 334 students.

PY	# YLCs	# Students	# YLSs	# Students	# MOCs
2023	16	862	15	334	20
2022	14	577	10	171	11
2021 *	7	320	4	34 & 346 virtual	4 reported
2020 *	3	90	6	129 + 170 virtual	Not reported
2019	17	1026	10	602	7 reported
* Years greatly affected by COVID					

- New or returning events are the San Diego YLC, the Arizona YLC, Kentucky YLS, another Philadelphia Chapter YLS, Inland Empire Cadet by the LTG Wright Chapter, Naval Station Great Lakes by the Chicago Chapter, Houston YLS, and Olympic Peninsula by Puget Sound Chapter. The PEC provided some guidance and for the last two YLSs cited also provided sample agendas used by other YL events. The Huntsville YLC relocated due to a doubling of price and despite short notice did not have a drop in student attendance. Three more YLCs and two more YLSs were expected. They did not but are primed for next year.
- There are 15 PE-related forms, and they are organized into 3 groups to facilitate finding and use.
  - 10 – Generic (e.g, PEC Guide, PEP Award, Request for Insurance, MOC)
  - 11 – YLC/YLS-Related
  - 12 – PE Contest-Related (Phoenician Essay)

- The forms for reporting a YLC or a YLS were recently consolidated, but as an online form (Form 11). The form should prove to be easier and faster to complete. When submitted, a copy goes to the submitter, the PEC Chair for data collection and assessment and for requesting some financial help from the Youth Enrichment Foundation, and to the OPM as notice to ensure a folder for the event exists for the report and subsequently for photos and video clips of the event after an exchange between the OPM and form submitter for the upload link.
- Three other recently created forms (Request for Insurance -10c, MOC Report -10d and In-School -10e) are 1-page and also online forms. When any of these is submitted, a copy goes to the submitter, the PEC Chair, and the OPM for record and awareness of the event like the Form 11 does. From the Form 10c, the PEC Chair requests the insurance agent provide the specific coverage and MOWW is aware of the use of its group insurance for MOWW events.
  - Volunteer Insurance coverage is not exclusive to PE-related events/activities but is definitely applicable to many of them.
  - Other than when published as a “Chapter in Action” article, a shared CD, or a request for volunteer insurance, MOCs and In-School or Class programs have often been unnoticed beyond the host chapter. For PY 2022, we created and posted a calendar for MOCs. Eleven were listed then, 20 are listed for this PY and occur in AZ, CA, FL, KY, LA, MD, OK, TN, TX, VT, or WA.
- With the Annual Phoenician Essay Contest being open to the top three students of the each of the 14 YLCs that were held, we had 13 students compete. The contest ran smoothly and followed the current revision of the contest process. The contest winners were:
  - 1st Place (\$2000 cash prize) Samantha Hazel “Sam” Schirato, Thousand Oaks YLC
  - 2nd Place (\$1000 cash prize) Cody John Kelly, Rocky Mountain YLC
  - 3rd Place (\$500 cash prize) Kailyn Emalee Alee, Texas Wesleyan University YLC

Goal Two (SG-2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.

And

Strategic Goal Three (SG-3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement.

- Several chapters have alliances and strategic partnerships with other organizations that align with the MOWW mission. Region VIII Chapters pursue this region-wide. Its partners include Air Force Association and National Sojourner. Last year, an MOWW Chapter visited local National Sojourners and Scottish Rites and pitched the local MOWW YLC to which they later sponsored 22 students. This year they expect to do the same. Another MOWW chapter is developing partnerships with other fraternal and veterans’ organizations through a council of which the chapter is a member. In this case, the chapter hosts a YLC, includes a veteran’s memorial museum as part of the agenda, and is recruiting organizations to participate in their own logo-wear as area “docents” within the museum. A helicopter pilot unit has volunteered to position near and talk about helicopters. An MOAA member and AUSA member volunteered to be at one or more of the battle displays and address them. Developing the YLC as somewhat of a

community event with other organizations provides some visibility for others of MOWW and its mission, potential for recruiting members, and potential for developing and hosting an MOC.

**5. Conclusions.** (as applicable)

- The MOWW PE footprint has not yet returned to its pre-COVID level but should exceed it in PY 2024. We are better using technology, more receptive to alternatives to increasing costs and arbitrary restrictions by a venue. A few YLCs restructured to be non-overnight multiday events, but maintained contacts and rhythm, and experienced a slighter drop in attendance.
- Using Websites, online forms, and other technology continues to lessen workload and speed up event processes and providing information including photos, video clips to form recipients (i.e., PEC Chair and OPM)
- Inviting other organizations to participate in MOWW events gives them exposure to MOWW and its missions. Inviting those organizations to actually participate in some of what we do, ought to do immerse them in what we do.
- Participating in what other organizations do builds relationships and exposes us to considerations MOWW might ought to consider. For example, many other organizations have contests (e.g., American Legion Patriotic Oratorical Contest) and programs that provide scholarship opportunities (e.g., Boys State and Girls State) that greatly exceed the cash prizes set for our Phoenician Essay Contest.
- Partnering with other like-minded organizations increases visibility for MOWW and its missions. Partnering such that the other organizations are visible too, is likely to benefit them and MOWW.

**6. Recommendations.** (as applicable)

- PEC needs to continue fulfilling its designated responsibilities and communicate with Region and Chapter Commanders and their respective PE Coordinators at least bimonthly.
- PEC needs to share tips thought to benefit Chapter PE programs.
- If forms require data entry, they should be considered for conversion to online form, particularly if required data can be uploaded to folders managed by the OPM.
- The Phoenician Essay Contest should continue to be open to at least the top three students of each YLC and the cash award for essay winners should be increased.
- OPM and PEC should pursue some form of academic recognition (scholarship opportunity) for students graduating from a YLC. This can be a national level program, but applied at State and Region level like Boys State is.
- Partner with other organizations and leverage resources.

FOR THE GOOD OF THE ORDER

David Dunlap, LtCol USAF Retired  
Chair, Patriotic Education Committee, MOWW

## PUBLIC SAFETY LAW & ORDER COMMITTEE | ANNUAL REPORT

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### 1. Committee Members:

- Chair: James Haney, Major, USMC Retired
- Vice Chair: Paula Mitchell, CPT, USA Former
- Chuck Bennett, HPM
- Ferris Garrett, Lt Col, USAF Retired
- Nelson Gonzalez, MAJ, USAR Retired
- Gary Smith, CW4, USA Retired

### 2. General Overview:

- The Committee has:  
Provided opportunities through FACEBOOK (FB) group, MILITARY ORDER OF THE WORLD WARS PUBLIC SAFETY-LAW & ORDER OUTREACH, postings to participating representatives from chapters, departments, and regions on ways and means to enhance the inclusion of public safety-law and order outreach within their jurisdictions.
- Gathered information on innovations and refinements in criminal justice operations, whenever possible, and passed on such information to Companions of the Order through FB & LinkedIn postings, and National Committee Newsletters; two newsletters during 2023-2024.
- Encouraged the development of a PS-L&O program in each chapter by email messages thru Region Commanders, FB postings and National Committee newsletters.
- Developed and activated with MOWW HQ online fillable PS-L&O award nomination forms that were debuted in the January 2024 PS-L&O Newsletter; posted on the PS-L&O page of the MOWW Website.

### 3. Projects and Assigned Tasks:

- Communicated through MOWW PS-L&O Outreach Program FACEBOOK group suggestions and issues for chapters to consider for local presentation, promotion, participation and recognition.
- Communicated through MOWW Website PS-L&O Outreach Program page and Region Commanders email message reminders to chapters to recognize various local agencies / activities during National Recognitions, e.g., 9 January-Law Enforcement Appreciation Day, 15 May-Peace Officer Memorial Day, etc.
- Communicated chapter activities through the MOWW PS-L&O Outreach Program FACEBOOK group that may give other chapters occasion to consider including them in their presentation PS-L&O activity.

### 4. Assessment of progress toward achieving Strategic Goals:



Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.

- Committee Companions assisted chapters with their outreach program involvement through phone conversations originated by chapter representatives, social media postings & Newsletter. (SG-1)
- The Committee engaged with regions and chapters providing guidance, information, and assistance in the development and execution of outreach programs through social media postings & Newsletter. (SG-1)
- Strategic Goal Three (SG-3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement.
- This Committee engaged chapters and regions in promoting ways to engage with their communities and increase visibility of local programs through Website postings of significant PS-L&O recognition events and FB postings as well. (SG-3)

Strategic Goal Four (SG-4): Annually grow engaged and sustainable MOWW membership.

- The Committee has communicated with chapters to influence recruiting toward improved chapter membership through Newsletter articles and FB postings that emphasize the PS-L&O prospects that may be found through Reserve & Guard channels (SG-4)
- The Committee communicated with chapter outreach program managers to enhance and influence veteran recruiting in their chapters with Newsletter & FB post examples. (SG-4)
- The Committee shares chapter newsletter articles with PS-L&O organizations as PS-L&O FB group members. (SG-4)

Strategic Goal Six (SG-6): Increase the number of chapters and strengthen existing chapters

- The Committee has a leadership succession plan with CPT Paula Mitchell as Vice Chair, Chair prospect, and Vice Chair prospects from the current Committee & several PS-L&O participating chapter outreach program managers. (SG-6)
- Committee Companions communicate with chapters, when contacted, by encouraging contact with Reserve & Guard PS-L&O participants. (SG-6)

## 5. Conclusions.

The Committee has, and will for the foreseeable future, provide PS-L&O outreach program opportunities to chapters through the Committee Newsletter, social media groups, region commander reminder / update email messages and the PS-L&O page on the MOWW Website. Hopefully, encouraging chapters to initiate, improve, expand their PS-L&O outreach program, and its recognition through a National Award.

## 6. Recommendations.

- The Committee may assist Headquarters MOWW, regions, and chapters in the establishment of PS-L&O alliances and strategic partners, such as state & National PS-L&O organizations, e.g., retired LE (DEFENDER). (SG-2)
- Committee Companions may conduct “opportunity” training, probably virtually, at the chapter or region level when requested. (SG-6)
- Kudos to HQ staffers, Jenna for Newsletters implementation & Justin for online forms implementation.

FOR THE GOOD OF THE ORDER

James H. Haney, Major, USMC Retired  
Chair, Public Safety-Law & Order Committee, MOWW

## RESERVE OFFICER TRAINING CORPS (ROTC) COMMITTEE | ANNUAL REPORT

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### 1. ROTC Committee Members:

- Chair: CWO4 David McCuiston | Northeast Florida Chapter, FL; 423-402-1643; [mowwrotccwo@outlook.com](mailto:mowwrotccwo@outlook.com)
- Vice Chair: CDR Alan Mandigo | Puget Sound Chapter, WA; 253-241-9502; [cdramm@outlook.com](mailto:cdramm@outlook.com)
- Member: CDR Ralph Lewis | Hill Country Chapter, TX; 830-377-0915; [ralph71@gmail.com](mailto:ralph71@gmail.com)
- Member: LTC Steve Hodges | Clearwater Chapter, FL; 727-573-3594; [shodges41@gmail.com](mailto:shodges41@gmail.com)
- Member: Col Jason Seal | Capt. Dillingham Memorial Chapter, HI; 808-277-7536; [seal.jasonc@gmail.com](mailto:seal.jasonc@gmail.com)
- Member: COL Vince Ogilvie | Northern Virginia Chapter, VA; 703-314-5180; [vrogilvie@gmail.com](mailto:vrogilvie@gmail.com)
- Member: LtCol Joseph Muhlberger | Sun City Center Chapter, FL; 701-509-3883; [joseph.muhlberger@gmail.com](mailto:joseph.muhlberger@gmail.com)
- Member: LTC Rich Moore | Greater El Paso Chapter, TX; 417-818-4497; [rmoore@canutillo-isd.org](mailto:rmoore@canutillo-isd.org)
- Member: CPT Ron Hill | Atlanta Area Chapter, GA; 706-865-7087; [sauttee2127@outlook.com](mailto:sauttee2127@outlook.com)
- *Ex Officio* Members: Region Commanders

### 2. ROTC Committee General Remarks:

- High Praise to CDR Alan Mandigo and his tremendous management of MOWW's ROTC Committee for 15 years. He brought the committee to a level that now makes it easy to submit chapter annual ROTC reports for evaluation and awards. I appreciate Alan agreeing to be our Vice Chair for this year to allow me to understand fully Form 39 requirements and submissions.
- As a former Navy JROTC Program Manager and Instructor for 22-plus years, I know the value of the certificates and medals are to college and high school cadets/midshipmen. It will be my focus as Committee Chair to ensure all 74 MOWW Chapters present awards to as many ROTC/JROTC students nationwide as humanly possible for us to accomplish the MOWW Committee's Strategic Goals.
- The committee is responsible for supporting and monitoring the MOWW Chapters with respect to activities and support of University/College Reserve Officer Training Corps (ROTC) and High School Junior ROTC (JROTC) programs.
- Companions are reminded that it is not just the Chapter's ROTC/JROTC Committee responsibility for making the award presentations. It is a Chapter responsibility. Companions are encouraged to assist with the presentations – you will be intrinsically rewarded for your efforts.

### 3. ROTC Committee General Policies:

- MOWW proudly supports Reserve Officer Training Corps (ROTC) and Junior ROTC (JROTC) recognition programs. This includes providing an embossed MOWW award certificate and presentation folder, and a MOWW Award of Merit ribbon to the recipients of those awards. Chapters may also present the respective full-size ROTC Gold, Silver or Bronze Medal of Merit, or the full-size JROTC Medal of Merit.
- MOWW's ROTC Award of Merit Program recognizes cadet excellence by MOWW Companions presenting MOWW Award of Merit Sets at ROTC/JROTC awards ceremonies.

- The term “ROTC” refers to senior and junior programs. Where one or the other is specifically referenced, it will be identified as senior ROTC for college level or junior ROTC (JROTC) for high school level.
- MOWW Chapters need to support each ROTC/JROTC unit with one of its Companions presenting the Award of Merit Set (i.e., a medal, ribbon with a bar and a ROTC citation) as a part of end-of-year Unit awards ceremonies. The cadets much prefer to receive the award from an outside person, rather than their instructor, who they see every day.
- MOWW Policy Manual, Appendix J, ROTC/JROTC Program Report & Awards is the general resource for the submission of annual reports submissions, scoring categories, and National ROTC Recognition Award at the MOWW Convention.
- Form 34, ROTC Committee Guide is the best help checklist for Chapter’s use to create their individual plan for record maintenance and report submission.
- The Form 39 – ROTC/JROTC Program Award Submission Form is submitted via the MOWW website. Individual items are calculated automatically on the Form, including summation data for evaluation by the Committee.
- MOWW ROTC National Awards presents 6 Categories of Awards based on the number of ROTC/JROTC Units supported vice the Chapter Size.

4. MOWW ROTC Committee 2023-2024 Strategic Goals:

- During the 2023 National Convention, the Order approved its 2023-2028 Strategic Plan designed to mobilize the energies, capabilities, and capacities within the Order at every level and to leverage strategic partnerships.
- Regions, Committees, and Chapters designed their individual Strategic Plan using the design and content of the Order’s Strategic Plan. Likewise, the ROTC Committee created its 2023-2024 Strategic Plan, which is outlined below.
  - ✓ **Vision: The ROTC/JROTC Committee** is dedicated to the preservation and advancement of American Ideals and founding principles of a strong America through the MOWW ROTC/JROTC Outreach Program.
  - ✓ **Mission: The ROTC/JROTC Committee** serves the College ROTC and High School JROTC communities throughout the Order by providing and supporting activities that promote and encourage good citizenship, patriotism, youth leadership, character development, positive mindset, and areas of community and national service.
- Strategic Goal (SG) 1 – Consistently develop and deliver attractive, and high-impact community Outreach Programs and activities.
  - Continue ROTC/JROTC Recognition Program growth through all MOWW Chapters.
  - Influence and encourage 100% participation by the ROTC/JROTC Organizations in your communities.
- Strategic Goal (SG) 2 – Expand our impact through alliances and strategic partnerships with organizations that align with our mission.
  - Establish solid working relationships with ROTC/JROTC in your communities.
  - Identify events in which chapters could assist ROTC/JROTC Unit.

- Create a mailing list of local organizations to advertise Chapter events, publicity, and associated events.
- Strategic Goal (SG) 3 – Increase visibility of the Order at the National and Local community levels through focused communication, marketing strategies, and local community engagement.
  - Encourage Chapter award participation throughout local communities.
  - Use Facebook Groups to advertise award presentations.
  - Use Linked In to advertise award presentation.
  - Establish collaborative relationships with all ROTC/JROTC organizations in your communities.
- Strategic Goal (SG) 4 – Annually grow engaged and sustainable MOWW relationships within local areas.
  - Advertise Awards of Merit Certificate and Medal availability for outstanding recognitions.
    - Identify and Recognize College ROTC and High School JROTC Units
    - Award Certification and Medal presentations to ALL ROTC/JROTC Units.
    - Bronze Patrick Henry Medal to ROTC and JROTC students for exceptional leadership and service.
  - Partner with Senior JROTC Instructors in development strategies ‘talk up’ JROTC Program values and benefits through outreach presentations to school superintendents and boards, school administrators, and parent organizations to rejuvenate their JROTC Programs.
  - Develop strategies for chapters and their local JROTC Units to help rescue struggling JROTC Units.
- Strategic Goal (SG) 5 – Increase revenues ensuring adequate financial resources to fulfill the Order’s and Chapter’s mission.
  - Encourage Grant Application to local Credit Unions
  - Encourage Grant Application to professional sporting organizations.
  - Seek other fund-raising resources for financial assistance.
    - Strategic Goal (SG) 6 – Increase the number of chapter’s ROTC/JROTC Award Presentations.
  - Influence Region Commanders to encourage chapter participation and award presentations.
  - Encourage chapter members to participate in Award Presentations.
- Following receipt of all chapter ROTC reports, input and evaluated, and awards presented at the National Convention, 2023-2024 Strategic Goals will be reevaluated for changes and incorporated in 2024-2025 Strategic Goals, which will be forwarded to Regions and Chapters for use in creating their Strategic Goals.

5. Suggestions for efforts to accomplish Strategic Goals:

- Communication with ROTC and JROTC Unit commanders is imperative. Share chapter newsletters, especially those with award presentation pictures, leadership conferences and seminars, and supporting units in their efforts.
- Create group emailing addresses of to ensure units have the chapter's ROTC committee points of contact.
- Create social media outlets to publish ROTC photographs of awards and assistance provided to the units.
- There are several providers of free website creation for chapters to easily build a website that will improve their marketing. Chapters need to keep it current with new information.

6. ROTC Committee Support:

- Strategic Goals were shared with Committee members for review and comments before sending the final version. Once completed, final version was emailed to Region Commanders for distribution to their chapters.
- Committee Chair worked with Jenna Tomas, MOWW Outreach Program Manager, to recreate a new ROTC Trifold Brochure for distribution and use by Regions and Chapters. The final version is on hold for final printing by HQ until after the 2024 Convention and distribution to allow for further changes.
- ROTC Committee kept Region Commanders updated on ROTC policy information changes, and updates for chapters to ensure accurate end-of-year reporting.
- The MOWW website Outreach Program section on ROTC programs were updated with the latest information. <https://moww.org/outreach-programs/rotc-jrotc-program/> applies.
- Prior to the start of the 2023-2024 school year, Committee advised Region Commanders and Chapters to update ROTC and JROTC Units with the latest contact information, to advise them of MOWW availability for support and end of school year support with awards, and to request support when needed.

7. ROTC and JROTC Service Headquarters:

- Senior ROTC: Programs at colleges and universities remain virtually the same at 514 Primary Units supporting 2348 colleges and universities. None the less, Regions and Chapters need to keep open communications with the ROTC Awards Coordinator to ensure chapters get timely information on their award ceremonies. Some ROTC may not request outside organization awards as we found out here in Jacksonville.
- Junior ROTC: Since the COVID epidemic Junior JROTC units have experienced enrollment declines to the level of schools losing their units. Each year chapters need to verify with their JROTC schools of their status and plan for future award presentations. While nationwide JROTC units remain steady, some schools have lost their units, while some schools do gain a new service JROTC unit, especially for newly created Space Force Units.

8. Conclusions:

- Of the 74 MOWW chapters, as of May 29<sup>th</sup> at 1700, only 32 have submitted their Form 39 report. The 2024 Goal as announced at the 2023 Convention was 100% submissions.
- Form 39 Submission problem areas: 1. Not including Region and Chapter Name; 2. Losing points by not submitting mileage data; 3. Not computing correct input for mileage as instructed during 2023 Convention meeting; and, not reviewing Appendix J and Form 34 before submitting reports.

9. Recommendations:

- Communication with ROTC and JROTC Units is essential. JROTC in general is experiencing a decrease in applications to be a Program Manager and Instructor. If JROTC Headquarters establish a new pay procedure of GS Rating/Rankings, which will result in a decline in pay as well, a larger shortage will occur. Reach out to the Units, especially those with have only one instructor and offer assistance.

FOR THE GOOD OF THE ORDER

CWO4 David McCuiston  
Chair, ROTC Committee

## SCOUTING COMMITTEE | ANNUAL REPORT

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### I. Committee:

- Chair: COL Robert F Schlegel
- Vice Chair - Boy Scouts: CPT Carter Wood
- Vice Chair - Girl Scouts: HPM Linda Ebert-Aruff
- Secretary: HPM Chuck Mackey

#### Other Members -at-Large:

- MAJ Robert Williams
- CAPT Ted Vallas
- Col Mike Reeves
- LTC Dennis Christo
- CAPT Wall Jordan
- LtCol Henry Adams
- LTC Richard Green
- LTC Donald Willhouse
- RM Pat Richitt

### II. General:

#### Scouting America:

As announced at the May 2024 BSA National Annual Meeting (NAM), in Orlando, the organization is changing its brand – it will be known as “**Scouting America**” effective February 8, 2025.

This is a rebranding and the Congressionally chartered legal name of the corporation “the Boy Scouts of America: \” is not changing. This is of interest to MOWW as part of our consideration of changing our Congressionally chartered name would also require it to be brought before the US Congress.

**BSA Continues After COVID-** This was the second year of recovery from COVID 19, and Scout units are mostly back to normal operations and the movement is showing modest growth with the emphasis being on Cub Scouting -- as approximately 80 % of youth in the Scouts BSA Program come from Cub Scouts bridging over.

**BSA Bankruptcy:** The bankruptcy was filed in February of 2020 and the final plan of emergence from bankruptcy was affirmed in April 2023.

What is considered the nations’ largest not-for-profit bankruptcy filing has resulted in a Victims Trust Fund of about \$2.4 billion -- with contributions from insurance companies, The BSA National HQ, the 250 BSA local councils, BSA’s chartered partners and others.

The BSA believes that the victims should be fully and fairly compensated, and that one case of abuse is one too many.



Claims against BSA, Local Councils, Chartered Organizations are channeled to the Trust; those parties are released from liability. We understand that this includes any future claims and covers all claims about abuse since 1976. This should be a big factor in MOWW chapters sponsoring scout units. There are now more paths to unit chartering than in past years -- including the chartering unit without a building having the unit be supported with a Facilities Use Agreement from another organization such as Elks, VFW, etc.

The BSA, as part of the plan reduced significantly its HQ staff (by 50% or more) and is now working on reducing a \$400 million debt as a result of the bankruptcy and its costs. BSA is now able to accept donations, grants, etc. which was not possible while under the bankruptcy rules.

Many of the local councils had to sell property or borrow funds to meet the \$500 million contributed by them and they, too, reduced staff and found other ways to economize which sometimes hurt some peripheral programs (international camp staff exchange, for example).

The BSA has hired a new Chief Scout Executive, Roger Krone, a former CEO of an IT conglomerate, and the volunteer President, Brad Tilden, is a retired CEO of Alaskan Airlines. This is the second time in a row that the Chief Scout Executive has been chosen from outside the professional Scouting ranks.

### III. Projects and Assigned Tasks:

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

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

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

We have considered having the patch in the MOWW store but for now it is well taken care of by the COL Roosevelt Chapter.

Certificates- The committee has worked closely with the CoS to ensure that the needed revisions to the award certificates are made when they are reprinted. The BSA FDL (fleur-de-lis) emblem has been replaced by the cloth badge of rank emblem on the BSA Eagle Scout certificates-- the others will be as they are reprinted.

### IV. Implications on MOWW Strategic Goals --

1. **Strategic Goal (SG) 1 -- Consistently develop and deliver attractive, and high-impact community Outreach Programs and activities.** The committee supports the Scouting outreach program by offering advice, materials and encouragement. The *Scoutingram* and other communications help to keep the chapter Scouting outreach coordinators abreast of what is happening in the Scouting world. Companions are encouraged to call the chair or any member of the committee with questions, etc.

2. **Strategic Goal (SG) 2 – Expand our impact through alliances and strategic partnerships with organizations that align with our mission.**

Continue to participate in BSA and GSUSA activities.

On renewal of the MOUs with the BSA and GSUSA, it was decided to table this indefinitely (with CINC guidance) as we do not wish to consider change to a document that has worked and is working well.

3. **Strategic Goal (SG) 3 – Increase visibility of the Order at the National and Local community levels through focused communications, marketing strategies, and local community engagement.** The Scouting Committee is in the process of revising its brochure and reviewing the certificates, medals and other awards available to the chapters for their use. Chapters are encouraged to publicize their awards to Scouts through local media channels. **They currently include, among others:**

- Bronze Patrick Henry Medal
- Outstanding Service Medal
- Outreach Service Medal
- Merit Plaque
- Annual Program Awards
- James Beard Award
- Certificates of
- Appreciation/Recognition
- Community Service Award (Square Knot)
- Others as determined locally.

4. **Strategic Goal (SG) 4 – Annually grow engaged and sustainable MOWW membership.** Then the committee seeks out companions interested in supporting Scouting at the chapter or national committee levels!

5. **Strategic Goal (SG) 5 – Increase revenues ensuring adequate financial resources to fulfill the Order's and Chapter's mission.** We encourage the use of MOWW store recognition items by the Chapter members. Paul Farinella still is the person to contact regarding the MOWW Scouting patches.

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

#### VI. Additional Comments / Recommendations

1. ***The Scouting Outreach Program reaches male and female youth starting at kindergarten age.*** They do this through the following oaths and laws. In short, Scouting teaches young people values – starting at a very early age!

### ***The Boy Scout Oath***

On my honor, I will do my best  
To do my duty to God and my country and to obey the Scout Law;  
To help other people at all times;  
To keep myself physically strong, mentally awake and morally straight

### ***The (Boy) Scout Law***

A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean and reverent.

### ***The Girl Scout Oath or Promise***

On my honor, I will try:  
To serve God\* and my country,  
To help people at all times,  
And to live by the Girl Scout Law.

*\*Members may substitute for the word God in accordance with their own spiritual beliefs.*

### ***Girl Scout Law***

I will do my best to be  
honest and fair,  
friendly and helpful,  
considerate and caring,  
courageous and strong,  
and responsible for what I say and do,  
and to respect myself and others,  
respect authority,  
use resources wisely,  
make the world a better place,  
and be a sister to every Girl

2. Companions at all levels seek out scout projects and other actions that deserve recognition with Bronze Patrick Henry Awards.
3. The committee prepare articles for the OR that are useful for companions/chapters in their outreach programs.
4. The Scouting Committee continues to “tell its story” at the 2024 National and future MOWW conventions via displays and interaction with companions at all levels.
5. Companions and chapters continue to support Scouting via camperships, donations, fundraising efforts, recognition events, etc.

6. Have your local BSA or GSUSA Executive be a speaker at a chapter meeting, or, better yet, invite an Eagle Scout (male or female) or Gold award Scout talk about their “advancement journey and their project at a meeting!

FOR THE GOOD OF THE ORDER

ROBERT F SCHLEGEL JR.  
COL, USA, Ret.  
Chair, Scouting Committee

## STRATEGIC GROWTH COMMITTEE | ANNUAL REPORT

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1. The Strategic Growth Committee under direct control and answering only to the MOWW Chief of Staff, COL Farrell, was not given any tasking during OY 2023.

FOR THE GOOD OF THE ORDER

Paul Farinella  
Chair, Strategic Growth Committee

## STRATEGIC PLANNING COMMITTEE | ANNUAL REPORT

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### 1. Committee Members:

- a. Chairman: SVCINC Lt Col David J. Worley, USAF (Ret);
- b. Vice-Chairman: VCINC Lt Col Marlon Ruiz, USAF (Ret);
- c. Member: IPCINC LTC (Dr.) Michael A. Okin, USA (Ret) ;
- d. Member: VCINC CAPT Deborah Dombeck, USCG (Ret);
- e. Member: VCINC CAPT Edward Gannt, USN (Ret);
- f. Member: Col Douglas H. Fairfield, USMC (Ret);
- g. Member: CPT Robert G. Melson, USA (Fmr);
- h. Member: CWO4 David A. McCuiston, USN (Ret); and
- i. Chief of Staff: Col Mike Farrell, USMC (Ret) (ex Officio)

### 2. General Overview.

Under the direction of then SVCINC BG Victor S. Perez, the Strategic Planning Committee (SPC) presented to delegates at the *2023 MOWW National Convention* (Annapolis, MD) a proposed *2023-2028 MOWW Strategic Plan* which was unanimously approved and adopted by Convention Delegates. Prior to the Convention, the committee had:

- a. Revised the MOWW Mission Statement;
- b. Revised the MOWW Vision Statement;
- c. Crafted a *2023-2028 MOWW Strategic Plan* that included six revised Strategic Goals and twenty-five revised Objectives associated with those goals.

Upon convention conclusion, the aforementioned members of the SPC for OY 2023-2024 began their work, continuing a process that in March 2024 culminated a two-year effort. Committee minutes are on file with the MOWW Chief of Staff.

### 3. Projects and Assigned Tasks.

The SPC was tasked at the *2023 MOWW National Convention* (Annapolis, MD) to create an annex to the *2023-2028 MOWW Strategic Plan* that:

- a. Reflected a *phased implementation* approach at all echelons of the Order ensuring a smooth strategic-plan-transition during OY 2023-2024. The annex was to include content of and timelines for *Chapter Action Plans*, expected formats for end-of-year reports, guidance for measurement of strategic goals and objectives to include assessments, and annual review/adjustments of goals and objectives by the SPC;
- b. Identified metrics for the purposes of measuring the annual level of achievement of strategic goals and objectives at all echelons of the Order.

The committee successfully completed its work by publishing two Annexes: *Annex A – 2023-2028 Strategic Plan Implementation Plan* (approved by the SPC for implementation on 18 Jan 2024); and *Annex B – Metrics Including Essential and Additional Supplementary Metrics* (approved by the SPC for implementation on 26 Mar 2024). It was the opinion of the committee that the Order would be better served by publishing two separate annexes: the annexes are “living documents” to be revised,

adjusted, and updated annually by the SPC. The contents of Annexes A and B can be found on the MOWW website as part of the *2023-2028 MOWW Strategic Plan*.

4. **Assessment of progress toward achieving Strategic Goals.** With the approval of the *2023-2028 MOWW Strategic Plan*, and the implementation of Annexes A and B, the Order continues to move forward in a positive way with a clearly defined roadmap for all echelons of the Order to follow.
5. **Conclusions.** The committee completed its work in March 2024 culminating an extensive two-year effort that began under the leadership of PCINC BG Frederick R. Lopez and continued under the leadership of then-SVCINC and current CINC BG Victor S. Perez. As Committee Chair, I cannot say enough for all of the members of the committee who worked diligently and tirelessly throughout the operating year to not only complete our tasks, but did so with the mindset that their efforts were building a new foundation of excellence for years to come as the Order continues to grow and modernize while facilitating a robust outreach mission as outlined in our Order's Preamble to the *MOWW Constitution*. I am so proud of each and every committee member and am humbled that I had the opportunity to work with each of these true patriots: a heartfelt "Thank You!" to each and every one of them for a job well done!
6. **Recommendations.** Annexes A and B are "living documents" and need to be revised, adjusted, and updated annually as required by the SPC.

FOR THE GOOD OF THE ORDER ...

DAVID J. WORLEY, Lt Col, USAF (Retired)  
Senior Vice Commander in Chief, MOWW  
Chair, Strategic Planning Committee, MOWW

## VETERANS AFFAIRS COMMITTEE | ANNUAL REPORT

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### 1. Committee Members:

- Chair, Michael Peck, COL, USA Ret, colpeck@yahoo.com, PH 847-452-7619
- Vice Chair Jim Fletcher, LTC, USA Ret, jamesfletcher@aol.com, PH 813-352-2764
- Vice Chair Reginald Brown, LTC, USA Ret; reginaldbrown575@gmail.com, PH 575-756-8356
- Region II, Eliseo Lopez, eLopez1989@yahoo.com
- Region III, Paul Farinella, pffarin50@hotmail.com
- Region IV, Joel Kramer, joelkramar@aol.com
- Region V, Luis P. Ariff, L.Ariff21@gmail.com
- Region VI, Sigfredo Perez, usgrunt11@gmail.com
- Region VII, Clay LeGrande, c.legrande@cox.net
- Region VIII, Don Munson, don.munson@tx.rr.com
- Region XIII, Marlon Ruiz, ruizmarlon08@gmail.com
- Region XIV, Charles Noble, craignoble@cox.net

### 2. General Overview:

- The committee had a very successful year with the chapters placing over 100,000 wreaths on graves at Christmas and the participation in Veterans Day and Memorial Day programs.
- Florida chapters have also noted the reporting of damaged grave headstones, and cleaning of headstones.
- More importantly, at the state level, the MOWW with our coalition friends passed many bills that benefited veterans and their families. In particular, the Chicago chapter sponsored and passed the Preserving Lawful Utilization of Services (PLUS) for Veterans Act (consumer fraud) and became the fifth state to do so, and has become a model for the guard act, which is currently having hearings in Congress. This act ensures that veterans and their families understand that the filing of claims is done freely at the state and county level and by accredited veteran service organizations.
- The committee attempted to meet monthly by zoom with the participation of most regions. Thank you to Jenna Tomas and LTC (R) Reginald Brown for distributing a few months of our Veterans newsletter.
- The committee has urged MOWW participation at the state, county and municipal level in veteran assistance and advisory councils.
- Our congressional charter designating MOWW as a veteran service organization has given us a leadership role by state law at the state county and municipal level. MOWW Chapter participation on these councils has given us the recognition for patriotic events, and the education of the public on the sacrifices made to keep us a free country.



- The committee meets monthly, 3rd Tuesday 11 am by video,  
<https://us06web.zoom.us/j/87603553404?pwd=QjMvdzhXQjViNHpNaVJsemZhbFRkQT09>  
Meeting ID: 876 0355 3404; Passcode: 933848. Join us!

FOR THE GOOD OF THE ORDER

Michael Peck, COL, USA Ret  
Chair, Veterans Affairs Committee

## MEMBERSHIP AD HOC COMMITTEE | ANNUAL REPORT

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### 1. Committee Members:

- Chairman: VCINC Lt Col David J. Worley, USAF (Ret)
- Vice-Chairman: VCINC Lt Col Marlon Ruiz, USAF (Ret)
- PCINC LTC David R. Titus, USA (Ret)
- COL Loren A. Weeks, USA (Ret), Chairman Council of Area Commanders
- COL Reedy Hopkins, USAF (Ret), GEN Westmoreland Chapter
- LTC William Rapp, USA (Ret), LTC Shehab Chapter
- LT John McConnel, USN (Fmr), Puget Sound Chapter
- Advisor to the Committee Chair: PCINC Capt Deborah A. Kash, USAF (Ret)

8. **General Overview.** The Membership Ad Hoc Committee (MAHC) was created and began its work at the request of IPCINC LTC (Dr.) Michael A. Okin on 9 Feb 2023; the committee continued its work at the request of current CINC BG Victor S. Perez under the following direction (*CINC's intent*):

- a. Study the pros and cons related to changing the Order's membership to include enlisted service members and make a recommendation to the EXCOM and eventually to the General Staff at *National Convention 2024* about changing membership or remaining the same;
- b. In addition, provide recommendations to resolve the 75% veterans membership requirement shortfall and options for addressing the impact of hereditary non-veterans membership;
- c. The Committee's recommendation will be presented to the EXCOM;
- d. Recommendations to change MOWW membership requirements must be submitted as amendments to the *Chair, Constitution and Bylaws Committee*, by March 15, 2024; Final approval authority is the General Staff at the *National Convention 2024*;
- e. The Committee will publish in *Convention Almanac 2024* its final report and present the same to the General Staff at the *National Convention 2024*.

9. **Projects and Assigned Tasks.** The *MAHC 2023 Annual Report* delineated: The committee's *Concept of Operations*, *Required Tasks (in Support of Objectives)*, and *Methodology and Systematic Required Actions (in Support of Required Tasks)*. This year's committee continued its work under the aforementioned guidelines.

The committee completed and forwarded to the EXCOM the *Membership Ad Hoc Committee Final Report* (dated 8 Feb 2024): the full report can be viewed on the MOWW website and in *Convention Almanac 2024*.

The committee recommended and forwarded to the *Chair, Constitution and Bylaw Committee*, one *MOWW Constitution* amendment and one *MOWW Bylaw* amendment. Details as to how the committee reached their recommendations and their proposed language for each proposed amendment can be found in the *Membership Ad Hoc Committee Final Report*. The final language of

the proposed amendments including rationale can be found in the *Constitution and Bylaw Committee Annual Report*. If approved at *National Convention 2024*, the proposed amendments:

- a. Would expand the Order's membership requirements to allow Senior Non-Commissioned Officers in the paygrades of E-7, E-8, and E-9 to become eligible for Perpetual and Regular Memberships within the Order.
- b. Restrict Chapters from recruiting non-veteran Hereditary Perpetual and non-veteran Hereditary Regular members if their overall veteran-membership-ratio is less than the required 75% threshold as it relates to the Order's IRS-mandated requirement for a 501(c)19 organization.

The committee presented their report to the EXCOM on 7 Mar 2024: the EXCOM voted to accept the report and endorsed the two proposed amendments. The committee will present the *Membership Ad Hoc Committee Final Report* to the General Staff at the *National Convention 2024*.

10. **Assessment of progress toward achieving Strategic Goals.** The aforementioned proposed *MOWW Constitution* and *MOWW Bylaws* amendments positively support *Strategic Goal Four (SG-4): Annually Grow Engaged and Sustainable MOWW Membership*, specifically as it relates to the SG-4 objective to *Grow and retain veteran membership ensuring 75% veteran membership in every chapter and throughout the Order for compliance with 501(c)19 requirements*.
11. **Conclusions.** As Committee Chair, I cannot say enough for all of the members of the committee who worked diligently and tirelessly throughout the operating year to not only complete our tasks, but did so with the mindset that their efforts were building a new foundation of excellence for years to come as the Order continues to grow and modernize while facilitating a robust outreach mission as outlined in our Order's Preamble to the *MOWW Constitution*. I am so proud of each and every committee member and am humbled that I had the opportunity to work with each of these true patriots: a heartfelt "Thank You!" to each and every one of them for a job well done!
12. **Recommendations.** Delegates support and approve both aforementioned proposed amendments at *National Convention 2024*.

FOR THE GOOD OF THE ORDER ...

DAVID J. WORLEY, Lt Col, USAF (Retired)  
Senior Vice Commander in Chief, MOWW  
Chair, Membership Ad Hoc Committee, MOWW

## NAMING AD HOC COMMITTEE | ANNUAL REPORT

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### 1. Committee Members:

- Chairman: VCINC Deborah Dombeck, CAPT, USCG (ret)
- Doug Fairfield, COL, USMC (ret), Northern Virginia Chapter
- Stephanie Keck, RDML, USN (ret) Hill Country Chapter
- Marc King, LTC, USA (Ret), General Meade Chapter,
- Deborah Okin, HPM, Piedmont Chapter
- Evan Totten, LT, USN (Fmr) Denver Chapter
- Russell Vowinkel, CAPT, USN (ret) PCINC, Chair of Council of Past CINCs

The MOWW Naming Ad Hoc Committee Final Report can be accessed on the MOWW website after logging in and visiting the reports page. The full report can also be accessed at the below link:

<https://moww.org/wp-content/uploads/2024/03/namingcommittee.thefinalreport.2.29.24.dombeck.ACCEPTED.pdf>

FOR THE GOOD OF THE ORDER

DEBORAH A. DOMBECK, CAPT, USCG (Retired)  
Vice Commander in Chief, MOWW  
Chair, Naming Ad Hoc Committee

## NATIONAL YLC (YOUTH CIVICS SUMMIT) AD HOC COMMITTEE | ANNUAL REPORT

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### 1. COMMITTEE MEMBERS

- CAPT Ed Gantt, USN (Ret.), Chair
- CDR Ralph Lewis, USCG (Ret.), Co-Chair
- Col Bill Townsley, USAF (Ret.)
- CAPT C. Philip Nichols, JAGC, USN (Ret.)
- Ms. Jenna Tomas, MOWW Outreach Director
- CAPT Deb Dombeck, USCG (Ret.), MOWW VCINC
- Retired Lynchburg (VA) Chief of Police, Chuck Bennett, MOWW Historian General
- Mr. Grayson Jenkins, Washington staff member to Congressman Rob Wittman, VA 1<sup>st</sup> Dist
- LTC Steve Hodges, USA (Ret.), MOWW Florida Dept CDR
- Mrs. Noreen Hodges, Sun City Florida YLC Staff
- 1LT Thomas D. Hart, USA (FMR), Patriotic Education Chair, Sun City Center
- Mrs. Peggy Hart, Sun City Center YLC Chaperone

### 2. OVERVIEW

The National Youth Civics Summit Ad Hoc Committee was formed by CINC Victor Perez in August 2023 to plan and execute the MOWW inaugural summit, to be held in July 2024. The group of sixteen high school students who had attended an MOWW Youth Leadership Conference in the last two years would be selected by their respective MOWW Regions to attend this one-week summit in Washington, DC to focus on government and history, with an underlying theme of increasing an awareness of the responsibilities of citizenship. The students will be housed on the campus of The American University, Washington, DC and will have their travel, room and board all covered by MOWW. In short, our YLC staffs have made American high school students better citizens; our NYCS will build on your accomplishments and help to make this small group of selected students better prepared to serve our nation in leadership roles in the future.

The NYCS aligns well with two of the announced MOWW Strategic Goals, specifically:

- Consistently develop and deliver attractive, high-impact community outreach programs
- Increase visibility of the order at the national and local community levels through focused communication, marketing strategies, and local community engagement

In addition, the NYCS provides an incentive for students who attend our YLCs to do well and aspire to be selected for the next annual summit. It can also provide some incentive to MOWW Chapters and Regions to host or support more YLCs because those with more YLCs were allowed to submit more student applications this year. We anticipate a number of valuable lessons learned from this very first NYCS and the eligibility may undergo some change next year.

### 3. MAJOR EVENTS SCHEDULED

On-campus classroom instruction on Monday, MLB game with Washington Nationals playing the St. Louis Cardinals on Monday afternoon; visit the U.S. Capitol, the Senate Office Building, the Supreme Court, and the Department of Commerce on Tuesday (note: students will be required to dress in dark blue or black blazers for the Capitol Hill Day). Wednesday morning begins with a visit to George Washington's Mount Vernon for a leadership workshop. The two major events on Thursday are the history field trip to Gettysburg, PA and the planned dinner on campus. The goal is to have an inspirational speaker who has a

very memorable message of service and dedication. Plan B is to make the dinner a less-formal event without a speaker where the students can perhaps play a more active role in the evening's events. The Friday morning schedule has Arlington Cemetery and the National Mall area (Lincoln Memorial, Vietnam Memorial, and World War II Memorial) and a possible Pentagon visit in the afternoon. The final event of the week is the Marine Corps Sunset Parade at the Historic Marine Barracks.

#### 4. SPEAKERS/PRESENTERS

Under Secretary of Commerce, Hon. Dr. Richard W. Spinrad  
Ambassador Dennis Hearne, Deputy Commandant, National War College, Washington, DC  
Brigadier James Coote, Assistant Attache, British Embassy, Washington, DC  
James Duff, Esq., Executive Director, Supreme Court Historical Society, Washington, DC  
Melissa E Hathaway, President of Hathaway Global Strategies, LLC., and member, Board of Regents, Potomac Institute for Policy Studies  
Michael Rodriguez, President and CEO, Global War on Terrorism Memorial Foundation  
Dan Madden, Ph.D. History Professor  
Mount Vernon Educational Staff, George Washington's Mount Vernon, VA

#### 5. STUDENT SELECTIONS

All students have been notified of their status as a selectee or alternate. The selected students have been advised to complete their transportation arrangements to advise MOWW Outreach Coordinator as to the specific arrival/departure times. Each student will be met at the airport or train station by two MOWW Companions who will provide transportation to American University. Each student is expected to be reimbursed for the cost of their travel to/from Washington, DC. The student list is below:

- |  |   |
|--|---|
| 1. Kailyn Alee, Prairie Ridge, TX, Region VIII   | 7. Finn Growney, Colorado Springs, Region XIII  |
| 2. Trevor Chesler, Sachse, TX, Region VIII       | 8. Emily Engerran, Ingram, TX, Region VIII      |
| 3. Emma Connor, Yuma, AZ, Region XIII            | 9. Camren Edwards, Yakima, WA, Region XIV       |
| 4. Eli Jett, Hartselle, AL, Region VII           | 10. Maverick Powers, Augusta, GA, Region V      |
| 5. Jack Johnson, Hampton, VA, Region IV          | 11. Isaac Vaillancourt, Enosburg, VT, Region I  |
| 6. Veronica Layne, Madison, AL, Region VII       | 12. Carter Young, Valrico, FL, Region VI        |
| 13. Samantha Schirato, Brentwood, CA, Region XIV | 14. Elizabeth Yeretian, Evans, GA, Region V     |
| 15. Sydney Swanson, Phoenix, AZ, Region XIII     | 16. Natascha Ali Bocas, Killen, TX, Region VIII |

#### 6. FUNDRAISING

As of last August, there was an obvious need for funding this task and the MOWW Foundation, a 501(c)(3), non-profit, tax-deductible entity would be desired. That process took approximately six months to get full approval at both the federal and state levels. With the MOWW Foundation fully up and running as of March 2024, the funds that had been temporarily held by the Youth Enrichment Foundation under an MOU signed in October 2024, have now been transferred to the MOWW Foundation, managed by MOWW HQ. As of early May, online giving is available. The simplest means of online giving is to direct potential donors to text the letters, NYCS, to number 44321. The sender will receive a link in response that will take them directly to the NYCS online donor button. By 31 May, the total raised was \$34,000 of the \$50,000 goal. We have submitted a grant request and continue to seek out potential donors, including corporate donors.

#### 7. CHAPERONES

Chaperone vetting will be accomplished through the Virginia State Police. With chaperones coming from three different states and NYCS activities taking place in VA, DC AND PA, the decision was to focus on the location of MOWW HQ for the purposes of background checks and chaperone vetting. The analysis conducted by the former Chief of Police recommended that our NYCS chaperones be vetted by one of the two most highly respected commercial agencies that are in the business of background checks. Chaperones will all be required to complete a background check and will live in the dormitory on the American University campus for the entire week. The current chaperone list is:

- Ed Gantt, NYCS Director
- Tom Hart, YLC-experienced MOWW Companion
- Peggy Hart, YLC-experienced MOWW Companion
- Steve Hodges, YLC-experienced MOWW Companion
- Noreen Hodges, YLC-experienced MOWW Companion
- Julee Blanchard, experienced Huntsville YLC chaperone
- PCINC Michael Okin, official observer

## 8. TRANSPORTATION

Dedicated chartered bus to be available for portions of each day. 30-passenger bus each day except Thursday. A 50-passenger bus will be provided for the field trip to Gettysburg, PA. There is no plan to use public transportation in Washington, DC during the NYCS.

## 9. CLOSING COMMENTS

The NYCS will take place between the time of this writing and the MOWW Annual Convention in August. There is expected to be a detailed report provided to the Annual Convention and to all Companions of our Order shortly after the completion of this inaugural, event.

FOR THE GOOD OF THE ORDER

Respectfully submitted,

Edward W. Gantt, CAPT, USN (Ret.)  
Chair, National Youth Civics Summit Ad Hoc Committee

## RECOGNITION OF EXCELLENCE

### MOWW NATIONAL CITATIONS

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#### REGION COMMANDER RECOGNITION

- |    |             |  |
|----|-------------|--|
| 1. | Region V    | Capt Theron Simpson, Jr., USMC (Ret)<br>Brig Gen Scott Chapter, GA |
| 2. | Region XIII | COL Jerome R. Wojtas, USA (Ret)<br>West Valley Chapter, AZ         |
| 3. | Region XIV  | Mrs. Candace E. Hawley<br>LTG Wright Chapter, CA                   |

#### DEPARTMENT COMMANDER RECOGNITION

- |    |                               |   |             |
|----|-------------------------------|---|-------------|
| 4. | Department of Massachusetts   | Mr. Peter H. Nee<br>Cape Cod Chapter, MA                                | Region I    |
| 5. | Department of the Rio Grande  | CPT Paula R. Mitchell, Ed.D., USAR (Fmr)<br>Greater El Paso Chapter, TX | Region XIII |
| 6. | Department of Rocky Mountains | Lt Col Ulysses C. Swift, USAF (Ret)<br>Colorado Springs Chapter, CO     | Region XIII |

#### CHAPTER COMMANDER RECOGNITION (STANDARD CHAPTER)

- |     |                               |   |             |
|-----|-------------------------------|---|-------------|
| 7.  | Greater Boston Chapter, MA    | Capt Albert J. Mundo, USAF (Ret)        | Region I    |
| 8.  | Fort Knox Chapter, KY         | COL William R. Betson, USA (Ret)        | Region II   |
| 9.  | GEN Ridgway Chapter, PA       | LTC Karl E. Voigt, USA (Ret)            | Region III  |
| 10. | Northern Virginia Chapter, VA | Mrs. Roberta L. Yourtee                 | Region IV   |
| 11. | Prince George's County, MD    | CPT Dan L. Cameron, Jr., USA (Fmr)      | Region IV   |
| 12. | Augusta Chapter, GA           | CPT Yvette M. LaChute, USA (Ret)        | Region V    |
| 13. | Knoxville Chapter, TN         | 1LT Philander P. Claxton, USA (Fmr)     | Region V    |
| 14. | Puerto Rico Chapter, PR       | MAJ Segundo Melendez, USA (Ret)         | Region VI   |
| 15. | Sun City Center Chapter, FL   | LTC Charles R. Conover, Jr., USA (Ret)  | Region VI   |
| 16. | Fort Hood Chapter, TX         | MAJ Riakos L. Adams, USA (Ret)          | Region VIII |
| 17. | Fort Worth Chapter, TX        | LTC Richard J. Crossley, Jr., USA (Ret) | Region VIII |



18.	Colorado Springs Chapter, CO	Col Robert R. Sommers, USMC (Ret)	Region XIII
19.	Phoenix Chapter, AZ	Mr. Charles E. Mackey	Region XIII
20.	Denver Chapter, CO	Mrs. Frances I. Long	Region XIII
21.	Santa Cruz Valley Chapter, AZ	CWO Theodore L. Cogut, USA (Ret)	Region XIII
22.	Puget Sound Chapter, WA	CDR Alan M. Mandigo, USN (Ret)	Region XIV

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

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CINC BG Victor S. Perez, USA (Ret)

- COL Robert F. Schlegel, Jr., USA (Ret), North Central Florida Chapter
- CPT (Dr) Robert E. Mallin, USA (Fmr), Denver Chapter
- COL Vicente C. Ogilvie, USA (Ret), Northern Virginia Chapter

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

- Lt Col Richard W. Muri, USAF (Ret), Puget Sound Chapter

VCINC CAPT Deborah A. Dombeck, USCG (Ret)

- Col Adolfo Menendez, USAF (Ret), Puerto Rico Chapter

VCINC CAPT Edward W. Gantt, USN (Ret)

- COL Quin E. Herlik, USA (Ret), Augusta Chapter

VCINC Lt Col Marlon Ruiz, USAF (Ret)

- COL James M. Tobin, USA (Ret), Greater Kansas City Chapter

VCINC COL Loren A. Weeks, USA (Ret)

- LTC David A. Anderson, USA (Ret), Worcester Chapter

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

- HPM Charles W. Bennett, Jr., Virginia Piedmont Chapter

## **DISTINGUISHED LEADERS**

### **COMMANDERS IN CHIEF | HONORARY**

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1. ✖ GAS John J. Pershing
2. ✖ ADM William S. Sims
3. ✖ GA George C. Marshall
4. ✖ FADM Ernest J. King
5. ✖ President Harry S. Truman
6. ✖ President Dwight D. Eisenhower
7. ✖ ADM Arthur W. Radford
8. ✖ President Herbert C. Hoover
9. ✖ GA Omar N. Bradley
10. ✖ President Ronald W. Reagan
11. ✖ GEN William C. Westmoreland
12. ✖ President George H. W. Bush
13. Gen Peter Pace

## COMMANDERS IN CHIEF | ELECTED

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- |  |   |
|--|---|
| 1. ✖ MG George H. Harries   (1920-1925)      | 31. ✖ LTC Vaughn H. Huse   (1961-1962)            |
| 2. ✖ MG Mark L. Hersey   (1925-1926)         | 32. ✖ CDR Hans von Leden, USN (Ret)   (1962-1963) |
| 3. ✖ G/A Douglas MacArthur   (1926-1927)     | 33. ✖ COL Henry G. Simmonite   (1963-1964)        |
| 4. ✖ COL Thatcher T. P. Luquer   (1927-1929) | 34. ✖ BG Joseph Cohen   (1964-1965)               |
| 5. ✖ RADM Thomas J. Cowie   (1929-1930)      | 35. ✖ COL Robert E. Joseph   (1965-1966)          |
| 6. ✖ BG J. R. Delafield   (1930-1933)        | 36. ✖ BG Louis J. Fortier   (1966-1967)           |
| 7. ✖ LTC George E. Ijams   (1933-1936)       | 37. ✖ LTC Thomas S. Clayton   (1967-1968)         |
| 8. ✖ RADM R. R. Belknap   (1936-1938)        | 38. ✖ MAJ Thomas F. Faires   (1968-1969)          |
| 9. ✖ COL Edward N. Wentworth   (1938-1939)   | 39. ✖ VADM George C. Dyer   (1969-1970)           |
| 10. ✖ LCDR Charles A. Mills   (1939-1940)    | 40. ✖ LCDR Robert E. Steman   (1970-1971)         |
| 11. ✖ COL Charles C. Allen   (1940-1941)     | 41. ✖ BG J. Paul Holland   (1971-1972)            |
| 12. ✖ MAJ Ennalls Waggaman   (1941-1942)     | 42. ✖ MG Harley B. West   (1972-1973)             |
| 13. ✖ LCDR Charles Hann   (1942-1943)        | 43. ✖ LTC Fred A. Kaps   (1973-1974)              |
| 14. ✖ MG Albert L. Cox   (1943-1944)         | 44. ✖ CDR J. Paul Scheetz   (1974-1975)           |
| 15. ✖ LCDR David Sholtz   (1944-1945)        | 45. ✖ LTC Starbuck Smith, Jr.   (1975-1976)       |
| 16. ✖ ADM William H. Standley   (1945-1947)  | 46. ✖ Lt Col Peter Burrows   (1976-1977)          |
| 17. ✖ COL Forrest F. Watson   (1947-1948)    | 47. ✖ BG A. R. Brownfield   (1977-1978)           |
| 18. ✖ COL Van R. H. Sternbergh   (1948-1949) | 48. ✖ COL L. Sam Moore   (1978-1979)              |
| 19. ✖ RADM William R. Furlong   (1949-1950)  | 49. ✖ LT William A. George   (1979-1980)          |
| 20. ✖ LTG Milton G. Baker   (1950-1951)      | 50. ✖ COL Wesley H. Vernon   (1980-1981)          |
| 21. ✖ RADM Harold C. Train   (1951-1952)     | 51. ✖ COL Jack N. Rogers   (1981-1982)            |
| 22. ✖ MG Melvin J. Maas   (1952-1953)        | 52. ✖ LCDR Roy C. Anderson, Jr.   (1982-1983)     |
| 23. ✖ MAJ Omer W. Clark   (1953-1954)        | 53. ✖ COL Adrian L. Hoebeke   (1983-1984)         |
| 24. ✖ MAJ Harry Okin   (1954-1955)           | 54. ✖ LT Blair F. Fulton   (1984-1985)            |
| 25. ✖ VADM Charles A. Pownall   (1955-1956)  | 55. ✖ CPT Jephtha C. Tanksley   (1985-1986)       |
| 26. ✖ LTC M. Leslie Buswell   (1956-1957)    | 56. ✖ COL William H. Waugh, Jr.   (1986-1987)     |
| 27. ✖ LTC Howard E. Cox   (1957-1958)        | 57. ✖ CPT John E. Goggin   (1987-1988)            |
| 28. ✖ CPT Robert G. Kales   (1958-1959)      | 58. ✖ COL Francis S. Donnell   (1988-1989)        |
| 29. ✖ MG W. Irvine   (1959-1960)             | 59. ✖ MG Frederick A. Welsh   (1989-1990)         |
| 30. ✖ BG J. L. Whitney   (1960-1961)         | 60. ✖ Capt Dwight F. Copley   (1990-1991)         |

## COMMANDERS IN CHIEF | ELECTED (Continued)

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- |  |   |
|--|---|
| 61. ✖ Col John L. Lawler   (1991-1992)                           | 86. COL Clay C. Le Grande, Jr., USA (Ret) (2016-2017)     |
| 62. ✖ COL O. G. A. Mastroianni   (1992-1993)                     | 87. Col David B. Gibson, USAF (Ret) (2017-2018)           |
| 63. ✖ CAPT Wendell C. Phillips   (1993-1994)                     | 88. LTC John H. Hollywood, USA (Ret) (2018-2019)          |
| 64. ✖ COL Richard A. Palewicz   (1994-1995)                      | 89. LTC Charles S. Chamberlin, Jr., USA (Ret) (2019-2020) |
| 65. ✖ Col B. Dean Smith   (1995-1996)                            | 90. BGen Frederick R. Lopez, USMCR (Ret) (2020-2021)      |
| 66. ✖ COL Homer C. Schmidt   (1996-1997)                         | 91. LTC Michael A. Okin, MD, USA (Ret) (2021-2023)        |
| 67. ✖ MG Franklin E. Miles, USA (Ret) (1997-1998)                |   |
| 68. ✖ LTC Alfred H. M. Shehab, USA (Ret) (1998-1999)             |   |
| 69. ✖ CDR Bruce L. Slawson, USN (Ret) (1999-2000)                | ✖ <i>Deceased</i>   |
| 70. ✖ 1LT A. Earl Luetge, USA (Fmr)   (2000-2001)                |   |
| 71. ✖ 1 <sup>st</sup> Lt Donald G. Allen, USAF (Fmr) (2001-2002) |   |
| 72. CAPT R. M. "Rollie" Stevens, USN (Ret) (2002-2003)           |   |
| 73. ✖ COL Brion V. Chabot, USA (Ret) (2003-2004)                 |   |
| 74. COL Bert L. Rice, USA (Ret) (2004-2005)                      |   |
| 75. ✖ COL Jack B. Jones, USA (Ret) (2005-2006)                   |   |
| 76. LTC David R. Titus, USA (Ret) (2006-2007)                    |   |
| 77. ✖ Col James D. Elmer, USAF (Ret) (2007-2008)                 |   |
| 78. ✖ LTG Robert L. Wetzel, USA (Ret) (2008-2009)                |   |
| 79. COL Philemon A. St Amant II, USA (Ret) (2009-2010)           |   |
| 80. ✖ Col Clifford D. Way, Jr., USAF (Ret) (2010-2011)           |   |
| 81. CAPT Russell C. Vowinkel, USN (Ret) (2011-2012)              |   |
| 82. LTC Gary O. Engen, USA (Ret) (2012-2013)                     |   |
| 83. Capt Deborah A. Kash, USAF (Ret) (2013-2014)                 |   |
| 84. Capt John M. Hayes, USAF (Fmr) (2014-2015)                   |   |
| 85. LTC Ruth L. Hamilton, USA (Ret) (2015-2016)                  |   |

## GENERAL STAFF EMERITUS | COMPANIONS OF THE GENERAL STAFF

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✕ *1LT Marion S. Ball, USA*  
✕ *MAJ Joanne E. Barton, USA*  
✕ *COL Joseph H. Barber, USA*  
✕ *LTC Silas W. Bass, USA*  
✕ *COL John C. Butler, USA*  
✕ *COL Thomas E. Douglas, Jr., USA*  
✕ *COL Juan R. Figueroa-Laugier, USA*  
✕ *COL John G. Fuller, USA*  
✕ *Col Frederick J. Graves, USAF*  
✕ *COL Alden G. Hacker, USA*  
✕ *Col Watt G. Hill, Jr., USAF (Ret)*  
✕ *COL Edward H. Heilbron, USA*  
✕ *Col Edward V. Hoersch, USAF*  
✕ *CAPT Watt W. Jordan, USN*  
✕ *Lt Col Calvin J. Kadous, USAF*  
✕ *COL Charles F. Long, USA*  
✕ *CW4 Robert R. Meier, USA*  
✕ *COL Robert G. Meyler, Jr., USA*  
✕ *COL Alfred L. Michaud, USA*  
✕ *Maj Joseph H. Reus, USAF*  
✕ *MAJ Irvin Schlenker, USA (Ret)*  
✕ *LTC William G. Shrecengost, USA*  
✕ *COL (CH) Ralph L. Smith, Jr., USA*  
✕ *Col James M. Snyder, USAF*  
✕ *COL Billie L. Stephens, USA*  
✕ *CDR Waldemar D. Stopkey, USN*  
✕ *Lt Gen Carlos M. Talbott, USAF*  
✕ *LT Laura M. Trexler, USN*  
✕ *Col Jerrold L. Wheaton, USAF (Ret)*  
✕ *COL J. Trigg Wood, Jr., USA*  
✕ *COL Pendleton Woods, USA*  
✕ *COL Donn W. Yoder, USA*  
*LTC Henry A. Adams, USA (Ret)*  
*COL Frederick W. Grant, USA (Ret)*  
*CW4 Robert R. Ozier, USA (Ret)*  
*HPM Patricia J. Snyder*  
*CPT Francis R. Spaniola, USA (Fmr)*  
*CDR Alan M. Mandigo, USN (Ret)*  
*Brig Gen Arthur B. Morrill III, USAF (Ret)*  
*Maj Robert J. Williams, USAF (Ret)*

✕ *Deceased*

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