



★ MOWW ★

MILITARY ORDER
OF THE WORLD WARS

2025 MOWW ALMANAC

OPERATING YEAR 2024



As the exclusive partner of Military Order of the World Wars, Wellcare is proud to serve those who have served their country.

Wellcare is honored to serve the health needs of those who have sacrificed for this country. In addition to Medicare Advantage coverage that meets your needs, you'll have a Wellcare team who listens and supports you each and every day. Together with Military Order of the World Wars, we're committed to helping veterans live the healthiest and fullest life possible.

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MILITARY ORDER
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The coverage you need & more

*Ohana Health Plan, a plan offered by WellCare Health Insurance of Arizona, Inc. Washington residents: "Wellcare" is issued by Coordinated Care of Washington, Inc. Washington residents: Health Net Life Insurance Company is contracted with Medicare for PPO plans. "Wellcare by Health Net" is issued by Health Net Life Insurance Company. Washington residents: "Wellcare" is issued by WellCare Health Insurance Company of Washington, Inc.

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MOWW 2024-2025 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 72 chapters with over 6,300 members in 32 states and Puerto Rico. Find a Chapter near you and join us in our good work.

2024-2025 PROGRAM IMPACT SHEET

DEDICATED TO SERVING
YOUTH, COMMUNITY, AND NATION

PATRIOTIC EDUCATION

78 YOUTH LEADERSHIP EVENTS

over 1,260 students impacted

EMPOWERING YOUTH & SUPPORTING COMMUNITIES

839

ROTC MEDALS

1,842

JROTC MEDALS

1,256

SCOUTING AMERICA
AWARDS

712

GIRL SCOUTS USA
AWARDS

MOWW SUPPORTED 1,558 JROTC AND 263 ROTC UNITS

2,345+

EVENTS

TO SUPPORT:

- ✓ Veterans
- ✓ Law Enforcement
- ✓ First Responders
- ✓ National Security
- ✓ Homeland Security
- ✓ Local Communities

*Advancing Responsible Citizenship,
Patriotism, and Youth Leadership
Across the Country*

Join Us



TO LEARN MORE VISIT MOWW.ORG

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CONVENTION GUIDANCE

PREAMBLE TO THE MOWW CONSTITUTION

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

DIGNITY OF THE ORDER

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

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

While discussion is encouraged, we should never forget that every Companion is a senior non-commissioned officer, officer or a hereditary family member of a senior non-commissioned officer or 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 over 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

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 the 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

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 (No more than 10, Appointed). [Section revised by National Convention approval in 2022.] | 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) |

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

NATIONAL CANDIDATE PRESENTATIONS

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 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

Sergeant Major Carlos A. Ruiz
Sergeant Major of the United States Marine Corps



Sergeant Major Ruiz assumed his current post as the 20th Sergeant Major of the Marine Corps on August 10, 2023. A native of Sonora, Mexico, he enlisted in the United States Marine Corps on November 2, 1993, out of Buckeye, Arizona. He graduated from recruit training at Marine Corps Recruit Depot (MCRD) San Diego, California, in January 1994 and was assigned as a Supply Warehouse Clerk as his military occupational specialty.

In May 1994, Sergeant Major Ruiz reported to Supply Company, 3d Supply Battalion, 3d Force Service Support Group, Okinawa, Japan. In May 1996 he received orders to Marine Corps Logistics Base, Barstow, California. In October 1998 he reported to Recruiting School at MCRD San Diego. Upon graduation he was assigned to Recruiting Station Los Angeles, 12th Marine Corps District. In October 2001, Sergeant Major Ruiz reported to Supply Company, 1st Supply Battalion, 1st Force Service Support Group. In January 2003 he deployed to Al Anbar Province, Iraq, in support of Operation Iraqi Freedom.

In April 2004, Sergeant Major Ruiz reported to Drill Instructor School at MCRD San Diego and was the class Honor Graduate and recipient of the Leadership Award. He was assigned to Company L, 3rd Recruit Training Battalion. In October 2006, Sergeant Major Ruiz was transferred to the Instructor Staff, Drill Instructor School, MCRD San Diego.

In April 2008, he reported to Supply Company, Combat Service Support Group-15. He served as Company Gunnery Sergeant and Company L, 3d Battalion, 4th Marine Regiment Company First Sergeant. He subsequently deployed to Helmand Province, Afghanistan, in support of Operation Enduring Freedom. Following the end of his first tour, Sergeant Major Ruiz was re-assigned to Headquarters and Service Company and completed a second tour to Afghanistan. In June 2012, Sergeant Major Ruiz, served as the Inspector-Instructor First Sergeant, Sacramento, California, In September 2013, upon his selection to Sergeant Major, he received orders to 3d Battalion, 5th Marine Regiment. He served as the Battalion Landing Team Sergeant Major, 31st Marine Expeditionary Unit, and as the Battalion Sergeant Major for Unit Deployment Program 16.1.

In May 2016, Sergeant Major Ruiz received orders for the 1st Combat Engineer Battalion and in December 2016 was re-assigned to Combat Logistics Regiment 17, 1st Marine Logistics Group. On December 7, 2018, Sergeant Major Ruiz was assigned as the 4th Marine Logistics Group Sergeant Major out of New Orleans, Louisiana. In February 2021, Sergeant Major Ruiz assumed the duties as both the U.S. Marine Corps Forces Reserve and U.S. Marine Corps Forces South Sergeant Major.

Sergeant Major Ruiz's personal awards include the Legion of Merit with gold star, Bronze Star Medal with combat distinguishing device, Meritorious Service Medal with gold star, Navy and Marine Corps Commendation Medal with two gold stars, Navy and Marine Corps Achievement Medal with one gold star, and the Combat Action Ribbon with one gold star. He has earned a bachelor's degree in organizational management from the University of Arizona Global Campus.

CONVENTION

PROCLAMATION



CITY OF TUCSON ♦ OFFICE OF THE MAYOR

WHEREAS, the Military Order of the World Wars (MOWW) non-profit veterans services organization established in 1919 upon the conclusion of World War I and which has served faithfully youth, community, and nation for over a century; and

WHEREAS, the MOWW vision is “a strong America, dedicated to preserving and advancing American Ideals and founding principles”; and

WHEREAS, the MOWW mission “serves our nation and local communities by providing and supporting activities that promote and encourage responsible citizenship, youth leadership, military and public service, veteran support, and strong national security”; and

WHEREAS, the MOWW constitutional preamble states “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, 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 reserve 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, and

WHEREAS, the City of Tucson takes great pride in welcoming and celebrating with the MOWW during its 105th Annual MOWW National Convention;

NOW, THEREFORE, I, Regina Romero, Mayor of the City of Tucson, Arizona, do hereby proclaim August 6-9, 2025, to be

The Military Order of the World Wars Observance Week

in this city and encourage all our residents to recognize and appreciate the continued and unwavering dedication to servant leadership and perpetual selfless service as demonstrated by this historic national military legacy veteran service organization, serving as a reminder to all the many heroes among us.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Tucson, Arizona to be affixed this 6th day of August 2025.



Regina Romero, Mayor

ATTEST:

Suzann Mesich, City Clerk

2025 MOWW CONVENTION AGENDA | VERSION 11

Tuesday, 5 August 2025 Dress: Casual			
TIME	EVENT	LOCATION	ATTENDEES
0800-1600	GOLF OUTING: Canoa Ranch Golf Club		
1500-1600	MOWW Historic Marker Dedication Ceremony, Arizona Veterans Memorial Cemetery (15950 N Luckett Rd., Marana, AZ 85653)		All Available
Wednesday, 6 August 2025 Dress: Casual			
0800-1000	Pre-Convention EXCOM Meeting	Boardroom	EXCOM Members
0815-1530	TOUR 1: Historic Tombstone, AZ		
1000-1600	TOUR 2: Pima Air & Space Museum		
1200-1330	LUNCH AS DESIRED		
1600-1700	Hann-Buswell Chapter Meeting	Hotel 4	H-B Chap Members
1700-1730	National Candidate Orientation	Hotel 1,2,3	National Candidates
1800-2100	CINC Welcome Buffet	Conf B & C	All Attendees
Thursday, 7 August 2025 Dress: Casual (Hann-Buswell Chapter Dinner: Mess Dress)			
0630-0800	Breakfast Buffet	Conf B & C	All Attendees
0800-0900	CINC Opening Remarks	Conf A	All Attendees
0915-1015	Chapter Outreach Program Seminar	Conf A	All Attendees
1030-1200	America 250 Presentation	Conf A	All Attendees
1200-1330	Council of Past CINCs Luncheon	Boardroom	CPC/CINC/SVCINC/CS
1200-1330	LUNCH AS DESIRED		
1330-1500	Keynote Speaker: LTC Scott Mann, USA (Ret) –“Creating Greater Human Connections through Storytelling”	Conf A	All Attendees
1515-1600	Promoting the Order	Conf A	All Attendees
1615-1730	Commander’s Call	Conf A	All Attendees
1800-2100	Hann-Buswell Chapter Dinner	Hotel 1-3	H-B Chap Members
DINNER AS DESIRED			
Friday, 8 August 2025 Business Casual			
0630-0800	Breakfast Buffet	Conf B & C	All Attendees
0800-1030	National Candidate Presentations	Conf A	All Attendees
0900-1030	Nominating Committee Voting	Conf A	Committee Members
0930-1030	Teller Meeting	Boardroom	Tellers
1100-1330	MOWW Awards Luncheon	Conf B & C	All Attendees
1400-1700	Convention Business Session I	Conf A	All Attendees
1730-2100	Dinner Show – Gaslight Theater		
DINNER AS DESIRED			
Saturday, 9 August 2025 Business Casual (CINC Banquet: Mess Dress/Tuxedo)			
0630-0730	Breakfast Buffet	Conf B & C	All Attendees
0800-0900	MOWW Memorial Service	Conf B & C	All Attendees
0900-1600	TOUR 3: Downtown Tucson Self-Guided Tour		
0930-1200	Convention Business Session II	Conf A	All Attendees
1200-1330	YEF Board Meeting	Boardroom	YEF Board Members
1200-1330	LUNCH AS DESIRED		
1330-1445	Council of Area Commanders (CAC)	Hotel 4	CAC Members
1500-1545	Website Seminar	Conf A	All Attendees
1600-1645	Planned Giving Seminar	Conf A	All Attendees
1730-1800	National Officer Photos	Foyer	CPC/CINC/VCINCS/CS
1800-1850	CINC Reception	Foyer	All Attendees
1900-2100	CINC Banquet	Conf B & C	All Attendees
Sunday, 10 August 2025 Dress Casual			
0800-1000	Post–Convention EXCOM Breakfast	Hotel 1-3	EXCOM Members
0800-1000	EXCOM Spouse/Partner Breakfast	Hotel 4	Spouses/Partners

2025 MOWW CONVENTION & GENERAL STAFF MEETING AGENDA

FRIDAY, 8 AUG 25 (1400 – 1700)

CALL TO ORDER, NATIONAL CONVENTION & GENERAL STAFF MEETING

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

UNFINISHED BUSINESS (CINC)

- Approve the minutes of the 2024 MOWW Convention & General Staff Meeting. (See pages 19-24)

NEW BUSINESS (CINC)

- CINC presents the Convention Rules
- Commander in Chief End-of-Tour Report | Lt Col Worley
- SVCINC Report | Lt Col Ruiz
- VCINC Report | CAPT Gantt
- VCINC Report | COL Kirlin
- VCINC Report | COL Peck
- VCINC Report | Col Rivera
- 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 | COL Kenneth McCreedy
NOTE: Chair reports and if Amendments are offered, they will be affirmed by vote. (See pages 129-144)
- Legislative & Resolutions Committee | LTC Moss
NOTE: Chair reports and if resolutions are offered, they will be affirmed by vote. (See pages 168-169)
- CINC: Calls for the approval of all annual reports presented orally and/or in writing.

1700: CINC CALLS FOR A RECESS

SATURDAY, 9 AUG 25 (0930 – 1200)

0930: CINC CALLS TO ORDER & RECONVENES THE MOWW CONVENTION & THE MOWW GENERAL STAFF MEETING

- CINC Presents Opening Remarks
- Nominating Committee Report | PCINC Lt Col Okin, MD
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

- 2026 MOWW Convention Update | Region VIII Chapters
 - Region Commander Presents 2026 Convention Update.
- 2027 MOWW Convention Update | Chicago Chapter, Region II.
 - Region Commander Presents 2027 Convention Update.

1200: ADJOURNMENT & RECESS

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

SATURDAY, 9 AUG 25, 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

2100: NEW CINC: CALL FOR ADJOURNMENT OF MOWW CONVENTION

2024 MOWW CONVENTION & GENERAL STAFF MEETING MINUTES (DRAFT)



MILITARY ORDER OF THE WORLD WARS

22 August 2024

FROM: HQ MOWW/CS
TO: Companions of The Military Order of the World Wars®

SUBJECT: 2024 MOWW NATIONAL CONVENTION & GENERAL STAFF MEETING MINUTES

FRIDAY BUSINESS SESSION I, 9 AUG 2024, 1500-1730

I. CALL TO ORDER

- In accordance with the Military Order of the World Wars (MOWW) Constitution and Bylaws, the Joint Session, 2024 Convention General Staff (GS) Meeting and the 2023 National Convention Meeting were called to order on Friday, 9 August 2024. Roberts Rules of Order (Revised) applied. When mentioned, “Almanac” refers to the 2024 MOWW Convention 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 BG Victor S. Perez, USA (Ret), appointed Sergeants-At-Arms LTC William Rapp and appointed COL Vincent Ogilvie as the Parliamentarian.
- CINC BG Victor S. Perez, 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. UNFINISHED BUSINESS

- Attendees approved the 2023 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. After a standing count of the delegates present, the host Chapter reported the number of delegates in attendance as 134.

- National Officers and Committee Chairs presented their annual reports, which are in the 2024 MOWW Almanac. The following reports were presented orally:
 - CINC 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 Report | Col Farrell
 - Finance Committee Report | Col Farrell
 - MOWW, Inc[®], Board of Trustees Report | LTC Hollywood
 - The Constitution & Bylaws Committee | PCINC BGen Lopez
 - The Constitution & Bylaws Committee Chair presented a proposed constitutional amendment (3.a. in the Convention Almanac) to Article II Section 1, Paragraph A. to change the Regular Membership classification and eligibility to include Senior Non-Commissioned Officers (NCOs) in the grade of E-7 through E-9. The proposed amendment was seconded.
 - During discussion, a motion was brought from the floor to change the proposed amendment to include ALL veterans as regular members. The proposal to amend the original motion was seconded, discussed, voted on and approved.
 - The amended motion was discussed and brought to a vote. The Sergeant at Arms recorded 97 affirmative votes and 33 votes against. 75% approval of the voting delegates present was required to pass the motion. The motion to amend the constitution to include all veterans as eligible members was defeated.
 - The original motion to change the Regular Membership classification and eligibility to include Senior Non-Commissioned Officers (NCOs) in the grade of E-7 through E-9 was brought to a vote. This original motion received 127 affirmative votes. The motion carried.
- The CINC called for a motion to recess the National Convention Business Meeting. The motion was seconded and approved by a majority vote. The session was recessed at 1830, 9 Aug 2024.

SATURDAY BUSINESS SESSION II, 10 AUG 2024, 0900-1130

I. CALL TO ORDER

- In accordance with the Military Order of the World Wars (MOWW) Constitution & Bylaws, the Joint Session, 2024 MOWW National Convention and the General Staff (GS) Meeting resumed on Saturday, 10 August 2024. Again, Roberts Rules of Order (Revised) applied.

II. OLD BUSINESS

- The Constitution & Bylaws Committee Chair PCINC BGen Lopez resumed his presentation of proposed Constitution and Bylaws amendments.
- Five constitutional amendments presented by the C&BL Committee Chair were approved as written in the 2024 Almanac by the convention delegates:
 1. Proposed Constitutional Amendment Article II, Section 1, Paragraph D.
 2. Proposed Constitutional Amendment Article II, Section 1, Paragraph F.
 3. Proposed Constitutional Amendment Article II, Section 3.
 4. Proposed Constitutional Amendment Article V, Section 4.
 5. Proposed Constitutional Amendment Article V, Section 5.
 6. Proposed Constitutional Amendment Article VI, Section 4.
 7. Proposed Constitutional Amendment Article I, Section 2.
- Six Bylaws amendments presented by the C&BL Committee were approved as written in the 2024 Almanac and one approved as amended.
 1. Proposed Bylaws Amendment Article 4, Section 1, Paragraph I, Subparagraph 1); a), b), c), d).
 2. Proposed Bylaws Amendment Article 4, Section 2.
 3. Proposed Bylaws Amendment Article 4, Section 3.
 4. Proposed Bylaws Amendment Article 4, Section 4.
 5. Proposed Bylaws Amendment Article 5, Section 3.
 6. Proposed Bylaws Amendment Article 6, Section 5.
 7. Proposed Bylaws Amendment Article 2, Section 9. As Amended to include the words (Hereditary Member).
- Legislative & Resolutions Committee | presented by CS Col Farrell
 - The Committee Chair and Vice Chair did not attend the National Convention, as such the proposed national resolution for the Promotion of Civics Education in Schools was presented by the Chief of staff. After a motion to approve, a second and discussion several motions to amend the text of the resolution were offered. The proposed national resolution was then tabled until the next national convention.

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: Lt Col David J. Worley, USAF (Ret)
 - Senior Vice Commander-in-Chief (One): Lt Col Marlon Ruiz, USAF (Ret)

- Vice Commanders-in-Chief (Four):
 - CAPT Edward W. Gantt, USA (Ret)
 - COL Michael Peck, USA (Ret)
 - Col Adalberto Rivera, 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 Dan L. Cameron, 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 committees, 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.

- National Youth Civics Summit (NYCS) Ad Hoc Committee Report | CAPT Edward Gantt
 - The NYCS Ad Hoc Committee Chair was presented with a certificate of appreciation by the CINC in grateful appreciation for a job well done.

- Lieutenant Colonel Sheldon A. Goldberg, USAF (Retired) was nominated for General Staff Emeritus membership status. The nomination was seconded and approved by a unanimous vote.

- Region XIII presented a 2025 MOWW annual convention planning update. The 2025 National Convention will be held in Tucson, AZ.

- Region VIII presented a 2026 MOWW annual convention planning update. The 2026 National Convention will be held in San Antonio, TX.

- The Chicago Chapter representative provided a 2027 MOWW convention planning update. The proposed location for the 2027 MOWW Convention will be the Chicago area.

IV. FOR THE GOOD OF THE ORDER

- The CINC called for any “For the Good of the Order” items.

- The Hann Buswell Chapter Adjutant presented grants checks to representatives of the MOWW National Headquarters, The Northeast Florida Chapter and the Virginia Piedmont Chapter.
- The CINC called for adjournment of the General Staff Meeting.

CINC BANQUET, 10 AUG 2024, 1800-2100

I. CALL TO ORDER

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

II. NEW BUSINESS

- The following CINC Banquet activities were completed:
 - Presentation of the General of the Armies John J. Pershing Chapter of the Year Awards.
 - CINC BG Victor S. Perez, USA (Ret) presented The National Commander’s Medal to Lt Col David A. Worley, USAF, (Ret).
 - CINC BG Victor S. Perez, USA (Ret) presented the Distinguished Service Award (DSA) to Gen Carter Ham, USA (Ret),
 - Gen Carter Ham, USA (Ret) the DSA recipient, presented remarks.
 - The Presiding Officer of the National Officer Installation Ceremony, PCINC CAPT Russell Vowinkle, USN (Ret), installed the CINC-Elect, the SVCINC/VCINC’s-Elect, and other elected officers and appointed officers.
- The Commander in Chief Lt Col David A. Worley, USA (Ret) presented closing remarks.

III. 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 2024 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

Lt Col David J. Worley, USAF (Ret)

Lieutenant Colonel David J. Worley currently serves as the 93rd Commander in Chief of the Military Order of the World Wars (MOWW). 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, I will continue efforts to modernize the Order and pledge my commitment to ensure that the Order is viable for decades to come. The mark of an effective Commander is to leave their organization in a better place than when they were installed: I believe I have done that, but not to the level that I would have liked, which is why I would be honored if you would allow me to serve as your CINC for another year. We know that the challenges facing our Order are complex and will take time to resolve; our focus on community outreach, specifically our Youth and Patriotic Education programs, provides the foundation for a roadmap to our future. I believe it is important that we continue essential grassroot efforts to promote our benchmark community outreach program, while fostering continued growth through our younger generation of veterans: this will be my focus if I am elected as your Commander in Chief for the coming year.

Senior Vice Commander in Chief



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 include 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.



Vice Commander in Chief

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 Joseph P. Kirlin III, USA (Ret)

A veteran who served 30 years was commissioned in Field Artillery after graduating from Niagara University. He served in leadership positions as Detachment Commander 304th Civil Affairs (CA) Group, Operation Muriel Boatlift, Assistant, G-5, 1st Special Operations Command, Urgent Fury, Grenada W.I., Commander 416th CA Bn, Camp Commander and Commander 501st CA Bn (Prov) Guantanamo Bay, Cuba, Operation Safe Harbor, Commander In Chief, Support Team Chief for Azores and Iceland, US Atlantic Command, Commandant, USARF School, 79th ARCOM, Commander 5th and 6th Bde, 80th Division.

Some of his Awards include Legion of Merit, 3 Meritorious Service Medals, Joint Meritorious Unit Award, Joint Commendation Medal, 2 Army Commendation Medals and 3 Humanitarian Service ribbons.

Civilian Volunteer Service includes 36 Years a Head Basketball Coach, NCAA college Summer League, 4 years as Assistant Basketball Coach at Immaculata University, Assistant Soccer Coach Niagara University, and President of The Civil Affairs Association (CAA).

He has been awarded the 3 top CAA Awards, the Colonel Ralph Temple Award, The Colonel Eli Nobleman Award and the General John Hildring Award. He was inducted into the Special Operations Warfare, Hall of Fame, Ft Bragg NC, in 2016, as a Distinguished member of the Corp. In 2022, he was Awarded the Department of the Army Commander's Award for Public Service at the Army Heritage Center Carlisle, PA, and in 2024 was honored with the Freedom Medal from the Delaware County Veterans Memorial Foundation, Springfield Pa.

He has served the Philadelphia Chapter of MOWW since 1985 in uniform and out of uniform, holding positions as program Director, Junior and Senior Vice Commander, and commander on 3 separate occasions. He has served as region 3 Commander for 16 months and Vice Commander for 8 months. He currently is financial planner and Investment Advisor.



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 18th 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 86th 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 employments 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 5th generation to serve.



Vice Commander in Chief

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

CW4 Gary L. Smith, Sr. USA (Ret)

Biography. Chief Smith was born to an Army family in Nurnberg, Germany. He graduated from Butler High School in Augusta, Georgia in 1981 as a Cadet Major in the Marine Corps JROTC unit. That summer he entered Marine Corps Recruit training at Parris Island, South Carolina followed by assignment as an Infantry Weapons Repairman in the 2nd Marine Division deploying to South America, West Africa, Norway and Lebanon.

As a Corporal he graduated from the Drill Instructor School at Parris Island and successfully completed the two-year tour. In 1988 Sergeant Smith transferred to the Marine Corps Reserve

and attended Augusta College while serving as a Deputy Sheriff in Richmond County, Georgia.

In 1997 he entered the Army National Guard and then Active Army in 2007 deploying to Bosnia, Iraq, Haiti and Afghanistan. He retired from active duty in 2017 with 31 years total service. He is a graduate of the Army Warrant Officer Senior Staff Course, earned a Bachelor of Science Degree in Management from the University of Maryland Global Campus and is recognized by the International Society of Logistics as a Demonstrated Master Logistician.

His personal awards include the Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal with 2 oak leaf clusters, Army Commendation Medal with 3 oak leaf clusters, Army Achievement Medal 2 oak leaf clusters, the Marine Corps Good Conduct Medal with 1 bronze star and various campaign medals and 9 overseas bars.

In addition to serving in leadership positions in veteran organizations he volunteers as the Veteran Treatment Court Mentor Team Coordinator for the Columbia Judicial Circuit in Evans, Georgia. Chief Smith and his wife Alison share 6 children and 3 grandchildren.



Judge Advocate General

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)

Dan is a 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 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 2nd 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 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.

Dan Cameron joined the Order September 2019. He holds a distinguished record of service with MOWW by immediately accepting leadership roles as Treasurer, 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.



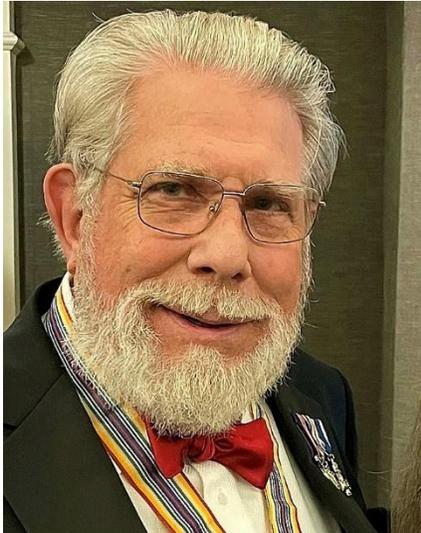
Chaplain General

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

HPM Charles W. Bennett Jr.

Chuck 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.

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.

ANNUAL REPORTS

COMMANDER IN CHIEF | ANNUAL REPORT

1. General:

To say that it has been a privilege and honor to serve as your 93rd Commander-in-Chief is unquestionably an understatement. Great people doing great and selfless community outreach has been the benchmark for our Order, efforts I have seen not only throughout my travels but at the Executive Level as well. We are blessed with an extraordinary Chief of Staff and his tireless Headquarters of only three, a decisive and forward-thinking EXCOM, and VCINCs who have not only provided dedicated and comprehensive oversight but have been instrumental in shaping our policies and efforts moving forward. Our Region and Department Commanders are providing the necessary tools and guidance to our Chapters, with National Committees leaning forward in their Chapter support. And then there are our Chapters, the engines of our Order, that are expanding our community-outreach-footprint thus allowing our Order to thrive, all with obvious pride and selflessness. To each and every one of our Companions, "Thank You!" is not enough.

Yes, we have our challenges, challenges that all Companions are aware of, yet these challenges have not minimized our Companions' efforts. Since 2021, our Order has embarked on modernization efforts towards setting the Order up to succeed for decades to come, success being defined as the ability to execute a comprehensive community-outreach mission that G/A John J. "Blackjack" Pershing asked us to perform. It has been incumbent upon me, following in the footsteps of Past Commanders-in-Chief LTC (Dr.) Michael Okin and BG Victor Perez, to continue our modernization efforts, efforts in-line with our comprehensive and innovative *2023-2028 MOWW Strategic Plan* that laid the groundwork and provided a roadmap for what we need to accomplish.

2. Monthly Summary of CINC Travels:

August, 2024	MOWW National Convention, Philadelphia, PA (Region III)
September, 2024	Visit to <i>Wreaths Across America</i> , Columbia Falls, ME Dinner with Region I Companions including Region and Chapter Commanders (<i>Union Oyster House</i> , Boston, MA)
October, 2024	Keynote Speaker at San Diego <i>Massing of the Colors</i> (Region XIV)
November, 2024	Veterans Day Ceremonies at Arlington National Cemetery (Region IV) Annual Top-8 Working Group Conference (Alexandria, VA) Guest Speaker at MajGen Pendleton (190) Chapter Meeting (Oceanside, CA) (Region XIV)
December, 2024	Puerto Rico (121) Chapter Meeting and Xmas Gala (San Juan, Puerto Rico) (Region VI) General Meade (26) Chapter Holiday Gala (Region IV)

	Emcee for <i>Massing of the Colors</i> at <i>Wreaths Across America</i> Appreciation Dinner, Arlington, VA (Region IV) <i>Wreaths Across America</i> Day, Arlington National Cemetery (Region IV)
January, 2025	Keynote Speaker at Sahuarita Massing of the Colors (Sahuarita, AZ) (Region XIII) Region XIII Fall-Winter Conference (Tucson, Arizona)
February, 2025	Sun City Center (226) Chapter Dining Out (Sun City Center, FL) (Region VI) Sun City Youth Leadership Seminar, Sun City Center, FL (Region VI)
March, 2025	Presenter at Verdugo Hills Annual Eagle Scout Dinner (Glendale, CA) (Region XIV)
April, 2025	World War One Museum, Kansas City, KS (Region VII) Dinner with Greater Kansas City (87) Chapter Companions (Region VII) Dinner with Colonel James D. Elmer (225) Chapter Companions (Little Rock, AR) (Region VII) Dinner with Memphis (66) Chapter Companions, Memphis, TN (Region V) Region VII Spring Conference, Huntsville, AL
May, 2025	Memorial Day Ceremonies at Arlington National Cemetery (Region IV)
June, 2025	Thousand Oaks Youth Leadership Conference (Region XIV)
July, 2025	National Youth Civics Summit (Washington, DC) Visit with Chicago (82) Chapter Companions (Chicago, IL)
August, 2025	MOWW National Convention, Tucson, AZ (Region XIII)

3. Executive Committee of the General Staff (EXCOM):

It was my pleasure to have served as the Chief Executive Officer (CEO) of MOWW, Incorporated, and to work with all the dedicated and selfless members of our Board of Directors (EXCOM). Agenda items that were reviewed and considered by the EXCOM were aggressively and enthusiastically addressed by all members. The EXCOM addressed, discussed, and as appropriate voted upon the following:

- Appointed VCINC oversight responsibilities;
- Approved North Texas (234) Chapter Closure Request;
- Approved LTG Middleton (56) Chapter Closure Request;
- Appointed Region III Commander COL Joseph P. Kirlin III, USA (Ret) as VCINC to fill the unexpired term of VCINC COL Loren A. Weeks who resigned due to health reasons;
- Approved establishment of *America 250 Ad Hoc Committee*;
- Approved FY2025 Financial Budget;
- Considered but did not approve a *Top-8 Working Group* motion to implement a temporary JROTC Instructor Complementary Membership;

- Approved one-year partnership with *WellCare* providing a *Medicare Advantage Program* option to Companions;
- Approved appointment of VCINC CAPT Edward W. Gantt as Interim Commander of the Maj Gen Wade (20) Chapter;
- Approved request to establish a Northwest Florida Cadre;
- Approved various *Policy Manual* changes;
- Approval to support a National Defense Committee Endorsement Letter for Doug Collins and Paul Lawrence for Secretary of the VA & Deputy Secretary VA respectively;
- Approved a *Perpetual Membership* dividend distribution for OY2024 (please see financial reports);
- Approved request to establish a MOWW Recruiting Cadre in the State of Connecticut;
- Approved implementation of revised Annexes A and B to the *2023-2028 MOWW Strategic Plan*;
- Voted to endorse and recommend adoption at the *2025 National Convention* the following proposed amendments:

Proposed Bylaws Amendment to Article 4, Section C, The Chief of Staff (CS). This amendment aligns the duties of the Chief of staff with current practices.

Proposed Bylaws Amendment to Article 4, Section D, The Treasurer General (TG). This amendment aligns the duties of the Treasurer General with current practices.

Proposed Bylaws Amendment to Article 6, Section 1, Standing National Committees. This amendment adds "National Youth Civics Summit" to the list of Standing Committees and modifies the name of the "National Convention and Seminars Committee" to just "National Convention."

Proposed Bylaws Amendment to Article 6, Section 1, Standing National Committees. This amendment eliminates the Homeland Security Committee and combines its functions with the National Security Committee.

Proposed Constitutional Amendment to Article V, Section 2, Paragraph C. This amendment adds the Treasurer to the Board of Trustees as a non-voting member.

Proposed Constitutional Amendment to Article V, Section 2, Paragraph A. This amendment allows two Companions from a single Region to be elected as Vice Commander-in-Chief.

Proposed Constitutional Amendments to Article II, Section 1, Paragraph A. Regular Membership. This amendment and its supporting amendments propose making all US veterans eligible for MOWW regular membership and their descendants eligible for hereditary membership. **Note: This proposed amendment was not recommended for approval by the *Constitution and Bylaw Committee*.** EXCOM endorsement of the amendment applies if brought to the floor at Convention for consideration.

- Approved the signing of a *Resolution of Cooperation with Operation Gratitude*;

- Approved the signing of a Memorandum of Understanding with *Our Community Salutes*;
- Agreed to consider funding proposals from the *America 250 Ad Hoc Committee* and Chapters for *America 250 Events* on a case-by-case basis, with the need for published guidelines on the approval process.

4. **CINC Intent (Priorities) and Progress Toward Achieving Our Strategic Goals:** My intent was to continue modernizing our Order and establish ourselves as an attractive Veterans Service Organization (VSO) with a clearly defined public image that we are “Serving Youth, Community and Nation.” Our efforts centered around five essential priorities (as stated below at the *2024 MOWW National Convention in Philadelphia*) critical to our modernizing effort:

A. **Our Order’s Preamble:** The Preamble to the MOWW Constitution not only is the cornerstone of our Order, but artfully articulates the Order’s core values, values that are reflected in the efforts of all our Companions who collectively emulate our motto that “It Is Nobler to Serve Than To Be Served”. The Preamble needs to be central in each-and-every Companion’s effort: we need to know it, embrace it, articulate it, and promote it. This critical focus by each and every one of us will attract new members who believe in what we stand for, in turn resulting in their better understanding and the embracing of our Order’s rich heritage which serves as a backdrop to our community outreach efforts.

Assessment: Chapters have an increased focus on the *Preamble* and are emphasizing the rich heritage associated with it. There is still a movement within the Order to change our name due to our heritage being tied to two World Wars is outdated: our heritage to the values our comrades fought for during these two wars, i.e., freedom and democracy, needs to be emphasized, and represents our value proposition that makes the Order unique and can be attractive to the younger generation of veterans. We need to protect our name and its associated values. Furthermore, our *MOWW Constitution* allows use the names “The Military Order” and “MOWW” which helps mitigate concerns that our name is a barrier to recruitment and community recognition, thus requires integration into our national marketing strategy.

B. **The Order’s Financial Health:** A top-to-bottom review of our financial models is required if our Order is to maintain long-term sustainability. Deficit spending coupled with the need for required short and long-term financial investments to modernize the Order (and thus extending our community outreach footprint) requires a thorough analysis of the Order’s overall financial strategy. A synergistic approach between the EXCOM, Finance Committee, the MOWW Foundation, and the Board of Trustees is essential to this review.

Assessment: Great strides have been made in the last year’s comprehensive review. Our shift in investment strategy of our financial portfolio towards a more dividend-income-based approach was an essential step. The review is ongoing and will continue through the 2025 calendar year. Please see Annual Financial Reports from the Treasurer General, Board of Trustees, and Chief Financial Officer.

C. **MOWW 2023-2028 Strategic Plan:** Our plan outlines the Order’s short and long-term goals, as well as associated objectives. As the plan states, “Every component at every level of the Order is expected to make these goals the focus of its core agenda.” Annex B of the plan identifies metrics that not only measure goal attainment, but provide a detailed roadmap for all echelons of the Order to follow as we continue to move our Order forward and in-turn ensure viable and sustainable Community Outreach programs for generations to come. Each VCINC, each Region Commander, each Committee Chair, each Department Commander, and each Chapter Commander, is being asked to make our strategic plan an operational priority, and to craft short-term and long-term accountable action plans that will move our order forward, built upon a mindset of “Making Things Happen” in the spirit of those in the Order that have gone before us over the last 105 years of our rich heritage.

- 1) **Strategic Goal One (SG 1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.** The reader is referred to the narrative in this report regarding the expansion of our flagship *Patriotic Education* program. Recent alliances such as with *Wreaths Across America* (Wreaths placed on veteran gravesites in the month of December), and *Operation Gratitude* (Care packages for Active Duty, National Guard, and Reserve personnel, as well as Military Veterans and First Responders), as well as those alliances formed at the local level, have enhanced Chapter Community Outreach opportunities. Generally speaking, most small and many medium-sized have been limited in their ability to expand and/or deliver high impact programs beyond sponsoring ROTC/JROTC Awards of Merit due to the lack of active Companions; Chapters in those situations need to better utilize the *Patriot Program* to bring non-Companions throughout the community to assist in the execution of outreach programs: this will also increase a Chapter’s footprint within the community and consequently attract potential veteran members.
- 2) **Strategic Goal Two (SG 2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.** Meaningful and impactful alliances have dramatically increased at both the National and Local levels; these alliances are critical to our expanded community outreach footprint and the well-being of the Order. While many Chapters have developed and implemented joint meetings and events with other VSOs and organizations that share our Order’s values and belief in our collective outreach mission, there are a number of Chapters that are hesitant to establish similar alliances and partnerships, including many struggling Chapters. Region Commanders are encouraged to further assist all of our Chapters in the formation of alliances and partnerships consequently making this critical issue a primary focus.
- 3) **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.** While we have made great strides over recent years, to include the tireless efforts of our Headquarters Staff (which has also developed a number of quality marketing products), this is an area where the Order has fallen short. The problem is straight

forward and simple: The vast majority of veterans as well as the overall general public never heard of us, have no idea who we are, no idea what we do, and consequently unwilling to become a Companion or assist in our outreach programs. Finally, what makes our Order attractive? Previous narratives through this report reflect the critical need to simplify and clearly define our outreach mission and what sets us apart from other VSOs: that is just one segment of the overall issue. Correcting our marketing problem requires a two-pronged approach: From the bottom-up (Chapters and Companions) as well as top-down (National Level). The Order has to invest the required financial and human resources required to produce and implement a robust marketing plan both online and through Social Media, the central means of communication of today's veterans and community. With our aging membership population, we also need to assist Chapters in this endeavor. Our Order runs the inevitable risk of becoming extinct over the next ten-to-fifteen years if we are unable to get our arms around and aggressively tackle this issue. The *Information and Publicity Committee* is working on building such a framework: from that framework we need to implement a highly-focused marketing plan with the highest sense of urgency.

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

Our Order needs to focus on building a membership base centered around a grassroots community outreach effort, not the other way around as has traditionally been the approach by most VSOs (Please see my recommendations further in this report). While over the last three years our overall membership database has “flatlined” and not dramatically diminished (loss of aging members versus new membership), the “comfortable” trend is currently to “maintain” and not robustly expand. Our decision at the *2024 National Convention* in Philadelphia to expand membership eligibility to include the three highest Non-Commissioned Officer (NCO) ranks has actually enabled us to experience a mild reduction in overall membership: had we not implemented the NCO change our overall losses would have become significant. On the plus side, a number of Chapters have aggressively tackled the membership issue and significantly grown their overall membership: throughout my travels this past year, it is extremely evident that our Chapters are taking this issue seriously, a trending attitude that reflects the positivity that exists throughout the Order, in other words, reversing the status quo.

On the flip side, our Order is facing the challenge that 25-30 of our Chapters are at serious risk of closing over the next 5-7 years, all due to lack of membership and the inability to execute viable community outreach programs. Furthermore, an unsustainable percentage of less than 10% of all living Companions Order-wide are engaged in MOWW community outreach. Previous narratives referencing Strategic Goals One, Two, and Three identify issues that are an integral part of the overall concern of growing membership and Chapters.

It is time to take a serious look at and implement a revised membership model that mirrors other veterans organizations, thus removing a significant barrier to membership recruitment. Today's generation of veterans are more focused on specific community outreach events and tend not to “join” organizations such as ours. With so many options available to today's

veterans, joining an organization that requires dues is a further barrier the Order needs to address. An expanded membership model that includes a non-dues-paying category yet facilitates involvement in Chapter activities needs to be implemented: such a category will also have a positive effect on the Order's overall membership and the requirements to maintain a veteran-membership population of at least 75% (of which we are currently marginally compliant). This issue has to be aggressively pursued over the coming year, yet will be challenging in that the concept needs to be thoroughly vetted to include an analysis of the overall financial impact on Chapters and the Order.

5) Strategic Goal Five (SG 5): Increase revenues ensuring adequate financial resources to fulfill the Order's mission. To reiterate what was previously stated, the Order has to invest the required financial and human resources required to produce and implement a robust marketing plan both online and through social media, the central means of communication of today's veterans and community. Because of the *2024 VSO Equal Tax Treatment Act* (VETT Act), a viable program throughout the Order can now be established that facilitates tax-deductible donations at both the National and Local levels: as our community recognition and veteran/public interest in our community outreach programs increases, our capability to fundraise dramatically increases as well. Furthermore, we need to increase community outreach program assistance to Chapters through the *MOWW Foundation*, especially as it relates to Youth Recognition and our YLCs/YLSs. All-in-all, the aforementioned will take time to develop and come to fruition, thus the sense of urgency.

6) Strategic Goal Six (SG 6): Increase the number of Chapters and strengthen existing Chapters. The number of Chapters throughout the order has once again decreased this year. The Order should aspire to initiate efforts that will exponentially increase membership and double Cadre and Chapter footprints in all 50 states: Appointments of Department Commanders in each of these states (regardless of geographical residency) represents a bold and decisive approach to expanding the Order's community footprint while creating avenues for membership and Cadre/Chapter expansion nationwide. This approach can be implemented immediately within the current organizational framework of the Order. Department Commanders can facilitate local events, build coalitions and partnerships with local veterans' organizations, and bring together individuals to create Cadres.

VCINCs, Region Commanders, and Department Commanders have worked hard during the year towards strengthening existing Chapters. Efforts such as those of the Region V Commander (please see his report) to revitalize the BG Scott (204) Chapter are shining examples of our Commanders' dedication and persistence. These outstanding leaders are assisting Chapters towards operating within their capabilities, and they are to be commended: we now need to enhance their "toolbox" through organizational and continued membership reform (please see follow-up narratives).

D. Patriotic Education. "To promote and further Patriotic Education in our nation ...". Our Order's Patriotic Education program sets us apart from all other VSOs and needs to be our flagship community outreach program. The program as it currently exists requires a thorough top-to-

bottom review as we search for additional ways to reach out to our youth beyond Youth Leadership Conferences and Seminars, recognizing top ROTC/JROTC cadets, and those who have excelled in Scouting. Character development programs and resources, enhanced civics education, as well as increased mentoring opportunities and sponsoring of youth service projects, all need to become an integral part of a comprehensive program.

Assessment: GSO CW04 David McCuiston has been stellar in his development of an expanded *Patriotic Education* framework that focuses on a *Youth Leadership, Civics, and Patriotic Education Program (YLCPE)* which enhances our flagship outreach program and allow greater visibility and focus: such a signature program is more attractive to our younger generation of veterans who desire to become a part of a meaningful and impactful community service program that sets the Order apart from other VSOs. This framework will be presented to the EXCOM for implementation before the close of the 2025 calendar year.

- E. **America250.** “America250 is a national nonpartisan initiative working to engage every American in commemorating the 250th anniversary of our country.” The embracing by our Order of the America250 initiative parallels the efforts of the America250 co-chairs who are “charged with ensuring recognition of the sacrifice of our service members and their families. To honor their contributions, these co-chairs center our discussion on the value of service, as well as supporting the families of the larger military and American community.” MOWW is a perfect fit to become part of America250 and in-turn America250 can serve as a catalyst for each of our Companions’ efforts within our communities. Additionally, a *MOWW America250 Ad Hoc Committee* will have a two-year charter to conduct a review and study of our Order’s overall structure and programs, working hand-in-hand with our *Strategic Growth* and *Strategic Planning Committees* as we continue our modernization efforts, and will make recommendations as appropriate to the EXCOM. Members of the ad hoc committee will consist of a team of dedicated Companions throughout the Order to include Companions serving at the Chapter, Region and National levels.

Assessment: Under the expert leadership of VCINC COL Joe Kirlin, the *America250 Ad Hoc Committee* has developed a comprehensive set of guidelines for Chapters to promote *America250* throughout their communities (please see his committee’s Annual Report). Additionally, national-level events are currently being planned and/or identified for the Order to sponsor or take part in. Also, the committee and our Chief of Staff are working to establish procedures for requesting the use of *Gist Blair* Funds to support memorials placed at National/State Cemeteries and other community locations that recognize our fellow veterans, subject to EXCOM approval.

In 2021, the Order embarked on what has been a steep three-year vertical climb towards modernization and brand recognition resulting in an expanded community outreach footprint: over the coming years we must continue these efforts if the Order is to grow and thrive in our communities for decades to come. In short, we must continue to look at “What Are We Doing and Why Are We Doing It” as well as “What Aren’t We Doing and Why Aren’t We Doing It”. Having said that, I believe our glass is “Half-Full” and not “Half-Empty”, and I am confident that with the assistance of all Companions working together as a team, these positive efforts will continue to move our Order forward.

5. Recommendations:

A. EXPAND THE ORDER'S MEMBERSHIP ELIGIBILITY TO INCLUDE ALL VETERANS

It's time. Once again, as last year, our delegates attending the *2025 National Convention* in Tucson, Arizona, will have the opportunity to vote on a proposed Constitutional Amendment to extend the Order's membership eligibility to include all veterans, thus lifting the limitation of only allowing warrant and commissioned officers as well as those who served in the top three Non-Commissioned Officer (NCO) ranks to become members. "Perception is 90% reality" in that the "exclusion" of veterans due to rank has, simply put, been a barrier to our recruiting potential, and unquestionably is an issue with our younger generation of veterans.

Numerous VSOs, such as ROA and National Sojourners, have taken this step to expand to inclusive membership eligibility. Last year, our Convention delegates voted to expand commissioned and warrant-officer eligibility to include the senior NCO ranks, a ground-breaking shift from the eligibility criteria our Order established over 100 years ago: the Order made this extraordinary move with the realization that a "commissioned and warrant-officer only" membership model was not sustainable for the long-term, and that today's veteran, regardless of rank, generally possesses the needed leadership skill sets (acquired in both the military and civilian life) that are essential to the conduct of our Order's community-service based outreach mission. To allow Senior NCOs to become MOWW Companions was an interim first step, especially in light of the fact that a vast number of Companions still believe we should have remained a commissioned and warrant officer-only organization.

Furthermore and just as importantly, times have changed, and with the "blurred-lines" in today's military regarding the missions conducted by both officer and enlisted personnel, organizations that restrict membership to military rank are now for the most part culturally viewed as "out-of-touch" and thus serves as a barrier to recruitment of our Global War on Terror and Gulf War veterans. Furthermore, with so many service-related opportunities for today's veterans, our restrictive membership model has created a public-relations problem and has made the Order less desirable to potential members, negatively impacting membership growth and execution of our community-outreach footprint. Organizations that have modified their membership eligibility to be more inclusive have benefited from these changes. This year our Order's membership increases have reflected a 40-45% senior NCO demographic: these individuals believe in our Order's mission and are proven to have had a positive impact on the Order's overall mission. The near-unanimous decision by your EXCOM to endorse the all-veterans-amendment further extenuates the belief by your Senior Leadership that this is "the right move at the right time for the right reasons."

The aforementioned rationale for opening our membership to all military veterans is best summarized by our fellow Companion General Carter Ham, who was honored at last year's Convention in Philadelphia as our *Distinguished Service Award* recipient:

"I strongly support the proposal to extend MOWW membership eligibility to all serving service members and all military veterans who have honorably served, irrespective of rank, Service or Component.

As a former President and CEO of the Association of the United States Army, I found it beneficial to be more inclusive in our membership rather than restricting membership by rank or other factors.

We know from our own service that service members of all ranks make valuable contributions to our Nation's security. At AUSA some of our best leaders and most valuable and active members served only a few years in junior enlisted ranks but had very successful post-military careers. That experience, in my opinion, made AUSA a stronger, more inclusive organization. I believe the same would be true for MOWW.

As officers we trusted and relied on women and men of all ranks to accomplish our missions. I am confident that MOWW would benefit greatly by extending membership opportunities to the selfless, dedicated women and men of all ranks.

I encourage you to adopt this proposal."

B. IMPLEMENT A REVISED AND SUSTAINABLE OPERATIONAL STRUCTURE (SOS)

It is critical to the future well-being of the Order that we establish a revised operational structure that will foster sustainable operations at all echelons of the Order, reduce our total number of structural leadership "layers", and simultaneously facilitate a robust and attractive National community outreach footprint that is less reliant on total membership numbers yet implemented within a framework that increases the number of Chapters throughout the Order for years to come. **This needs to be our highest priority.** Our Order's current Chapter-centric membership-based operational framework and approach to community outreach is not sustainable.

In general, Veterans Service Organizations (VSOs) are currently experiencing reduced membership numbers due to an aging veteran membership population, the inability of VSOs to appeal to and attract today's generation of veterans towards "joining" and participating in organizational meetings and activities, and in many cases structural organization limitations exist that impede growth and the fostering of meeting specific needs of our Desert Storm and GWOT veterans. VSOs generally have a "one-size-fits-all" approach and lack a clearly defined specific mission, of which MOWW is following the same approach. In short, MOWW is currently at the "tail-end" of its organizational life-cycle, and unless corrective steps are taken, will soon become an organization that is unable to execute its Congressionally-chartered mission, therefore forced to "sunset" due to lack of members, being unappealing to today's fellow veterans, and having virtually no overall community visibility.

This is best summed-up in the June, 2024 edition of *Reserve Voice*, the magazine for the Reserve Organization of America (ROA), by Lt Col Layne R. Wroblewski, 83rd ROA National President who stated:

"The membership model as we have known it is not a sustain-able solution. It should be retired. Size is not everything: ROA must pivot from an association intent on increasing sheer membership numbers to a grassroots organization closely serving a core constituency that identifies with its purpose and responds with enthusiastic support and involvement.

ROA's governing documents and its organizational structure reflect the old model and assume a high number of engaged participants. The state of today's association is a direct reflection of its membership model's inadequacy. Chasing "the membership solution" is akin to looking in the rearview mirror while standing still."

Our largest-sized Chapters, and many of our medium-sized Chapters, while viable and active within their communities, are small in total number and do not reflect a robust National footprint. Furthermore, we cannot expect that what works for these highly successful Chapters is a viable blueprint for our remaining medium-sized Chapters and small-category Chapters as a roadmap to success. Our inability over the last

10 years to significantly establish new Chapters Order-wide is further evidence of MOWW's stunted organizational growth-model. If MOWW is to continue as a relevant and long-term organization, we must:

- 1) Implement a focused community outreach mission that sets MOWW apart from other veterans organizations and one that reflects our core values as stated in our MOWW Constitution's *Preamble*, as well as our value proposition as the Military Order of the World Wars;
- 2) Exercise the willingness to invest required resources into a marketing approach that facilitates the attracting of today's generation of veterans;
- 3) Ensure we implement a new organizational framework that creates the synergy required for aggressive Chapter growth and implementation of a focused nationally recognized community outreach mission, one that today's veterans will want to engage in at the grassroots level and can immediately become actively involved. This framework should seriously consider reducing the current number of Regions to four or five, and a robust increase in Department Commanders, especially at the State level (see previous narrative); and
- 4) Streamline all processes and requirements, and ensure they focus on measurable outcomes aligned with our MOWW Strategic Plan: **Our plan is the heart and soul of our Order's Operations and provides a specific and visionary roadmap towards moving our Order forward.**

In short, there is absolutely no reason that over the next 10 years the Order can't exponentially increase to a vibrant membership number and grow to 100-150 Chapters nationwide. If our Order's Companions have the wherewithal to "Make Something Happen" in the spirit of G/A John J. "Blackjack" Pershing's edict, we have the capacity to literally flip-the-script and move from an organization that is on the tail-end of its life cycle to a newborn and widely recognized VSO that proudly champions and executes our core values as stated in our beloved *Preamble* to the MOWW Constitution.

6. Conclusion:

The mark of an effective Commander is to leave their organization in a better place than when they were installed: I believe I have done that, but not to the level that I would have liked. The challenges facing the Order are complex and will take time to resolve, all parts of a collective team effort that most likely will take us through at least 2028, the last year of our five-year *MOWW Strategic Plan*. It's not always easy balancing between "making something happen" and the patience required to bring a task or vision to fruition, but that's all part of leadership, and I "Thank You!" for entrusting me with your confidence and support thus allowing me to make a difference and move our Order forward.

FOR THE GOOD OF THE ORDER

Sincerely,



DAVID J. WORLEY, Lt Col, USAF (Ret)
93rd Commander in Chief and CEO, MOWW, Inc.®

SENIOR VICE COMMANDER IN CHIEF | ANNUAL REPORT

1. **General.** As the 2024 operating year (OY2024) ends, I take this opportunity to thank all those fellow companions who shared their insightful wisdom and thoughts, further expanding my organizational operational knowledge base and corporate situational awareness – adding yet another fruitful and satisfying vice commander in chief (SVCINC) service tenure to my already memorable MOWW companion journey with the Order, during my fifteenth operational year with the Order. I wish to highlight immediate past commander in chief (IPCINC) BG Victor Perez, USA (retired), and all of our companions in the Puerto Rico Chapter (Region VI) for their gracious Holiday 2024 invitation to visit and accompany our 93rd commander in chief (spending a few days with that extended MOWW family during this operational year Holiday Season in Puerto Rico. It was certainly a personal treat to return to the enchanted Caribbean Island paradise where forty years previously I began my early Puerto Rico Air National Guard enlisted service years and subsequently transitioned to the US Air Force as a newly commissioned active-duty aviation officer stateside. I also want to recognize and extend my personal gratitude to my fellow companions in Region VIII for their gracious invitation to attend their Spring Conference at next year's 2026 national convention site in San Antonio, Texas and the outstanding companion family from Region XIV Spring Conference online hybrid ZOOM meeting session hosted in San Diego, southern California. I learned much from these events and will forever be thankful for the opportunity to represent our commander in chief and for the golden opportunity to personally meet with our inspirational companions throughout this great nation.

2. **Oversight Responsibilities.** As per the currently published MOWW National Directory – updated 5/15/25, my senior vice commander in chief (SVCINC) duties include the following.
 - a. Regional Oversight and Support. For OY2024 I was provided the personal honor to service my home Region XIII (CONUS southwestern operations in support of the states of Arizona, Colorado, New Mexico, Utah, Wyoming, and the western panhandle of the state of Texas in El Paso – 3 Departments / 7 Chapters) and neighboring Region XIV (CONUS Pacific northwest, and west coast operations in support of the states of Alaska, California, Idaho, Montana, Nevada, Oregon, Washington State, and abroad territorial states and common wealth territories of American Samoa, the Commonwealth of the Northern Mariana Islands, the territory of Guam, and the state of Hawaii – 3 Departments / 10 Chapters. In total a collective estimated land mass square mileage of over 3.5 million miles of territorial oversight.

 - b. Administrative Oversight and Support. As a member of the MOWW executive leadership, my assigned and appointed duties include the following.
 - i. Board Responsibilities – Executive Committee (EXCOM) Board of Directors, MOWW, Inc. Vice Chair.
 - ii. Committee Responsibilities – Strategic Planning Committee (SPC), Chair and Finance Committee (FC), Vice Chair.
 - iii. Council Responsibilities – Council of Area Commanders (CAC), Chair.
 - iv. Working Group Responsibilities – General of the Armies (GAS) Pershing Chapter of Year (PCOYWG) Working Group, Chair.

3. **Strategic Goals Progress Assessment.** Having served this OY as the current SVCINC, I have a privileged and thorough comprehensive perspective in assessing our overall OY2024 strategic goals implementation progress, since the current published Strategic Plan 2023-2028 (STRATPLN 23-28) was

created and adopted in convention in OY2022. From an SPC chair perspective, I was tasked to review and complete a three-year (2022-2024) ongoing STRATPLN comprehensive analytical review (to include accompanying Order leadership recommendations for EXCOM review and approval) to the one remaining Annex A – “Implementation” guidance document required to culminate and satisfactorily align the STRATPLN 23-28 strategic goal (SG) “STRATEGIC CONCEPT DEVELOPMENT-to-IMPLEMENTATION GUIDANCE-to-IMPACT ASSESSMENT” execution envisioned project desired end-state. Comprehensive review of STRATPLN 23-28, coupled with a review of two subsequent operational years of actual chapter implementation field operational feedback datamining by HQ MOWW yielded the necessary progress information sought to determine tangible general SG OY2024 project overall effectiveness for this annual report. Obtaining and reviewing two-years of tracked annual HQ MOWW FM-27 Chapter Activity Report (CAR) submitted chapter data input, along with compiling annually submitted Chapter Action Plans (CAP), regional and committee Annual Reports (AR), and the SPC post OY2024 recommendation to properly transition HQ MOWW annual Strategic Goals Report (SGR) submission responsibility handoff to the SPC provides a timely analytical SG tracking reference milestone document that will be used in the coming operational out years to effectively identify SG goal objective relevance, identify SG progress trends, and recommend timely course of action (COA) adjustments, in a collective effort to provide our Order the best assessment “value-added” recommendations and consistent organizational evaluation results of its overall administrative, operational, and corporate managerial resources moving forward.

4. **SG Desired Impact Challenges.** During the OY 2024 SPC STRATPLN 23-28 review and analytical process it was determined that regardless of the recommended actions needing to be addressed, adjusted, and implemented, there exists organizational operational limiting factors (LIMFACS) that are “baked in” to our current organization operations and administrative structure that suppress SG desired impact, regardless of how much is done to get our governing SG strategic vision and mission implementation “house in order.” Current LIMFACS hampering SG implementation and execution effectiveness are as follows.
 - a. Administrative LIMFACS. Our Order’s administrative architecture currently has competing annual business cycles (each with their own complicated redundant reporting requirements) which aggravate any attempt to modernize and decouple dated practices. Through the eyes of any new companion, the first noticeable integration challenge observed is to try to sort through multiple levels of administrative calendar requirements (i.e., the MOWW uses multiple annual operational cycles and competing requirement parameters to conduct business that add unnecessary confusion and companion and contracted staff strain to its operations. Multiple competing and confusing operational cycles complicate efforts for more efficient and tangible organizational operational model reform solution implementation. In essence, current administrative practices are so bureaucratic in nature that they get into each other’s way and are literally all tethered to each other making any proposed reform changes undergo a resulting chaotic “domino impact effect” upon other associated processes with yet more complicated third order of organizational impact.
 - b. Operational LIMFACS. MOWW defines annual operating year (OY) activities “as MOWW business conducted from 1 JULY of a particular calendar year to the end of JUNE of the next subsequent calendar year.” This current MOWW operational cycle causes undue ripples and strenuous operational “aftershocks” during a typical operating cycle that builds up pressure on the entire system culminating in a severely compressed fourth quarter end-of-OY reporting, awards and annual convention chaotic season. This continuous pressure continues to take its devastating toll upon our MOWW retention and succession planning capabilities every year. The Order also bases

its annual MOWW Fiscal Year (FY) business model with a typical annual calendar year (CY) 1 January to 31 December operational window, which is somewhat better but still places it “at odds” with what can be a more cohesive and adequately dovetailed “total OPS model package” harmonious annual OY arrangement. The current MOWW business model arrangement makes typical organizational financial planning and planning execution more complicated and tedious than it needs to be. The same adverse effect occurs when trying to reconcile annual reports, national award submissions, and trying to find a suitable less stressful approach to annual national convention planning and execution considerations (to include annual leadership elections in August which placed the newly elected officers already two months behind from the 1 July operating year commencement window – in essence short changing them of two vital OY months at the peak planning period of a new OY cycle. Each OY companions are subject to very short (or last minute) suspense requirements and aggravating planning and execution timelines that takes it damaging toll upon the companion demographic eventually impacting and fueling further negative companion recruitment, retention, engagement, leadership succession planning, and eroding overall organizational productivity, capability, and continuously aggravates organizational companion MOWW journey festering volunteerism discontentment (which also impacts the Order’s “bottom line” – its continued ability to entice new companions and/or reinvigorate / retain currently serving companions in the Order). Most damaging to MOWW long-term organizational service longevity is the undesired consequences of continued companion disengagement and the further degradation of companion support, enthusiasm, involvement, and witnessing in real time the personal erosion of personal willingness to support our Order most vital vision, mission, and strategic goals.

- c. Managerial LIMFACs. As has been presented in this report the MOWW operates under a “reactive” annual OY, in great part due to its current operational practices. Another LIMFAC is the failure to fully embrace the volunteerism aspect of its operation relationship with its “all volunteer” companion demographic which requires adapting its current organization companion management style towards viewing, treating, and relating to its companion membership base as individual volunteers with the personal freedoms to alter how each decides to integrate their personal passions, desires and available resources to the Order. If we view companions as individual volunteers and respect their personal choices (including understanding today’s volunteer personal motivations and private passions that would entice them to join our Order). We can then establish a useful volunteer-based engagement common premise from which to concentrate on retaining their chosen contribution services, personal talents and sought after areas of expertise, and lay the crucial groundwork necessary to secure and replenish their personal motivations as continued and purposeful MOWW vision and mission contributor stakeholders. Until we come to terms with how we may be missing the mark as to how to properly relate to today’s volunteer companion (and their personal motivations) to our Order’s great mission, the more missed opportunities are to be expected which will increase and further stifle organizational growth. The MOWW also uses military command jargon and organization structures when referencing its elected and appointed leadership position titles after an active-duty military command structure (in hopes of preserving the relationship nexus between those military veterans still serving and those companions who have long since retired from active service) which dampens and confuses how the Order and its companion base are perceived and identified at public events. It is well worth the time and effort to periodically remind all companions (as they expand their outreach opportunities) that managing volunteers requires a more challenging set of interpersonal engagement and management skills and a more subtle motivational approach than to simply associate our Order’s purpose and managerial practices to that of a military career command setting and hybrid relationship model after active-duty retirement. There are many more MOWW operational counter-productive nuances that can

be addressed as well, such as the common practice of companions wearing their prior service military uniform attire after their time in service at events where military personnel are also present which may alienate and induce a self-imposed relationship “disconnect” of potentially awkward introduction to otherwise qualified future companions. While subtle, this behavior is just noticeable enough to further complicate how the Order is viewed and perceived by the public at activities and events.

5. **Lesson Learned.** While there is always much to be gained after each OY tenure, there are a few lessons worth sharing in this report of increased urgent consideration by the corporate leadership that address some of the observations offered in this report. The following include some of the highlighted considerations.

- a. Tracking The Companion Personal Journey. Analytical review has highlighted a lack of basic MOWW administrative, operational, and managerial companion proficiency across the entire operational spectrum. This deficiency is due to many causes such as maintaining an older pre-computer illiterate companion population which leaves companion self-improvement actions the sole responsibility of each companion – instead of providing formally structured MOWW membership baseline training and certification introduction to Order operations opportunities which help build personal confidence, purpose, and self-reliance proficiency.
- b. Mitigating Companion Journey Stress. I have already offered some observations of how our current institutional OY practices are inherently stacked towards increased bureaucratic administrative and operational mis-aligned practices that continuously burden companion integration and involvement. The Order needs to come to terms with its OPS model flaws and address simplifying its most tedious OY practices, if only to provide effective efficiency and lessen companion and staff mounting stress.
- c. Making Better Use of Available Technology. Being fully aware that trying to capitalize on available technology to make better use of Order practices requires having the financial resources to do so, progress is still possible; albeit, in small increments – as organizational finances may permit. The fact that this lesson learned consideration is offered in this report goes a long way to understanding the repercussions of not addressing this organizational weakness.

6. **Recommendations.** The recommendations presented should not come as a surprise, after having read this report in its entirety. The following recommendations are but the “tip of the iceberg” if you will” when it comes to our continued collective efforts at modernizing our Order’s operations and securing a second century of service to our great nation.

- a. Providing proper companion MOWW training and leadership certification. As of the writing of this annual report, the MOWW Education and Training Committee chair and vice chair positions remain unfilled. This committee void has contributed to a degrading of adequate prepared companions with the ability to perform the most basic of self-sufficient operational skillsets such as not being proficient in how to access and adequately resourcing the MOWW national online website and its many administrative tools that would help ease stress upon companions who otherwise rely upon those few companions who are able to efficiently conduct daily MOWW business online. In summary, our old and new companion membership base neither takes the time to learn and become proficient when conducting Order business nor are newcomers afforded the opportunity to get proper training nor organization education sessions – so everyone can better relate to their

critical role within the Order.

- b. Conduct a thorough comprehensive review of MOWW LIMFACs. I have already presented how administrative, operational, and managerial LIMFACs hamper Order SG implementation and productivity. Establishing an MOWW LIMFAC Ad Hoc Committee would address and eventually derive potential recommendations that would help mitigate further operational erosion of our Order capabilities and inherent SG achievement flaws.

- c. Conduct a comprehensive review of our MOWW OPS Model practices. It is very apparent that our current sole emphasis upon continued Chapter engagement strategy needs overhauling and possible expansion alternative options (that would provide added operational engagement flexibility to adequately posture chapter field engagement while also addressing expansion of MOWW branding, marketing, and services) is long overdue. There are plenty of current regional field chapter operations that have come up with successful expeditionary engagement models to support both traditional and expanded services where no chapter or cadre exists. It is of prime importance that we do not delay further preparations for our Order to posture itself in the fertile engagement landscape that will soon dominate the veteran service organization engagement public space.

FOR THE GOOD OF THE ORDER

MARLON RUIZ, LT COL, USAF (Retired)
Senior Vice Commander in Chief, MOWW

VCINC CAPT GANTT | ANNUAL REPORT

1. General:

- A. With the inaugural National Youth Civics Summit completed and planning underway for the second evolution, the majority of attention was devoted to planning a successful NYCS in the summer of 2025. That summit will be held in Washington, DC, which makes it most appropriate that Region IV and VCINC Ed Gantt be actively involved in the planning and execution of this national outreach activity for MOWW. Six of the eight Chapters had a very productive year in terms of recruiting and outreach. That is remarkable when looking at the significant improvement exhibited by two of the Chapters that had nearly closed less than five years ago. The perennial front-running Chapters, Virginia Piedmont and MG Meade, now have the Northern Virginia Chapter solidly competing with them for that coveted position at the head of Region IV. Hampton Roads and Prince George's County Chapters continue to deliver stellar results throughout the year, with the Roanoke Chapter bouncing back under superb leadership. The difference between the leading Chapters and those Chapters that are coming on strong, is in my view, the number of Companions actively involved in Chapter activities. Simply put, a very strong performance from a Chapter where one or two Companions are giving it their all and delivering extraordinary results, have a very difficult task when compared with another Chapter where a group of Companions are regularly involved and working to achieve collective goals.

2. Oversight Responsibilities:

- A. Oversight responsibilities include MOWW Region IV (MD, VA, DC, WV)
- B. Member, MOWW GAS Pershing Chapter of the Year Working Group
- C. Director, MOWW Foundation
- D. Chair, National Youth Civics Summit Committee

3. 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.***

- 1) Two Massing of the Colors events were conducted during the operating year. The first was in conjunction with an MOWW partner organization, Wreaths Across America (WAA), at their annual dinner in Arlington, VA. The Northern Virginia Chapter coordinated with local JROTC units and other community organization color guards to be present at the WAA gathering on the evening before they would converge on Arlington National Cemetery.
- 2) The second Massing of the Colors was held at Fort Meade, MD, and hosted by the MG Meade Chapter. Approximately one hundred color guards participated, representing area ROTC and JROTC units, Sea Cadets and Scouting groups, local Fire Departments and Law Enforcement organizations all marched in the procession as the Fort Meade Army Band played.
- 3) Seven of the eight Chapters within Region IV presented awards at high school JROTC and college ROTC programs during the year. The Northern Virginia Chapter, MG Meade Chapter, Roanoke Chapter, Virginia Piedmont Chapter, Hampton Roads Chapter and the Prince

George's County Chapter each maintained regular communication with ROTC units in their vicinity and ensured that a Chapter representative attended the awards ceremonies to make the presentations in person. Our Maj Gen Leigh Wade Chapter presented a small number at local high schools and at one of the college ROTC programs this year, but plans to increase the communication and involvement with more units in the coming year. In Richmond, the challenge has been to identify a few key leaders who will revive the outreach activities that had existed there ten years ago.

- 4) Region IV hosted two Youth Leadership Conferences in Jamestown, VA under the heading of American Independence YLC. Students from throughout the entire geographic area of Region IV attended, supported by staff members from throughout the Region's Chapters.

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

- 1) VCINC Ed Gantt serves on the Advisory Board of the Jack Miller Center, a Philadelphia-based educational nonprofit committed to solving the national crisis of uninformed citizenship by teaching America's founding principles and history. For 20 years, the Jack Miller Center has been advancing America's founding principles and history on college campuses and in K-12 classrooms across the country. At the annual Jack Miller Center Civic Education Summit, stakeholders from across the civic education space meet to hear from individuals who are leaders in civic education reform, brainstorm recommended courses of action and discuss ideas for future collaboration. The gathering brings educators, legislators and philanthropists together to collaborate.
- 2) The Homecoming 250 Navy and Marine Corps committee is focused on celebrating the birthdays of the Navy and the Marine Corps, both of whom trace their origins to the Philadelphia area. VCINC Ed Gantt has represented MOWW as a member of the planning committee which meets quarterly. Centered around the Navy's birthdate of 13 October 1775, the celebration, scheduled for 9 – 16 October 2025, includes multiple U.S. Navy ship visits to the Philadelphia-Camden area, a Blue Angel flyover and a Naval Academy versus Temple University football game. In November, the Marine Corps birthday celebration will include the groundbreaking of a rebuilt Tun Tavern, the birthplace of the U.S. Marine Corps.

C. *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.*

- 1) The MOWW National Youth Civics Summit will take place 13 – 19 July, in Washington, DC. With multiple days devoted to visits and interaction on Capitol Hill, our Order has increased our national recognition as the students walk the halls of the U.S. Congress and the Supreme Court, interacting with members and staff, but more importantly, leaving them with a positive impression of MOWW's youth leadership activities. Following the summit, the students return to their high schools and colleges with an MOWW National Youth Civics Summit polo shirt. Multiple informational sheets and web posts announced the civics summit throughout the year.

D. *Strategic Goal Six (SG-6): Increase the number of Chapters and strengthen existing Chapters.*

- 1) One year ago, the Maj Gen Leigh Wade Chapter was facing the very real possibility of closing. While some of the Chapter's leaders re-located away from Washington, DC, other Companions who had put forth extraordinary effort and energy to keep the Chapter functioning, approached the point of diminishing returns. With a recently elected Chapter Commander and staff, the outlook is promising. Over the next twelve months, the Wade Chapter will host a Massing of the Colors and a minimum of two major public events.

4. Conclusions.

- A. This has been a very successful year, although not as successful as it was hoped it would have been. I applaud the Region IV leadership and the Chapter Commanders who have been steadfast in pursuit of excellence. I am proud to have witnessed the continued outstanding performance at some Chapters and the amazing resurgence of others. We accomplished a lot this year and I believe the results should encourage us to aim even higher next year. To the Companions and Officers within Region IV, thank you very much for your support.

5. Recommendations.

- A. Strongly recommend holding in abeyance for at least one year any decision to close Chapters in Region IV.
- B. Recommend MOWW continue to support some version of a national youth civics event to be held in the Washington, DC area.

FOR THE GOOD OF THE ORDER

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

VCINC COL KIRLIN | ANNUAL REPORT

Mission: The overall responsibility of the Vice Commander is to preserve and protect the order and its Chapters and to ensure the longevity of the order. The Vice Commander has the responsibility to provide guidance, assistance and recommendations to Region Commanders to meet their Region and Chapter Strategic goals. This encompasses utilizing best practices to provide quality youth leadership programs, solid support to Scouting programs and meaningful support to Junior and Senior ROTC programs. Four ways to accomplish this are by emphasizing; Marketing, Membership, Mentorship and raising Money.

Region I

Under the strong leadership of Colonel Larry Willwerth (M) (ret) The region continues to host outstanding meeting programs with strong outreach and participation in Scouting Awards with the MG Chamberlain chapter leading the Region with 89 scouting Awards and the Greater Boston Chapter also doing an outstanding job with 54 Awards and the Worcester Chapter presenting 24 awards. In support of Junior and Senior ROTC programs the Region Chapters are executing their Strategic goals with a total of 120 medals presented.

Chapter newsletters are widely used and are an effective marketing tool and programs with local community are also effective. Region Veterans Affairs programs and outreach programs events are growing. Steps have been completed to restart a chapter In Connecticut.

Areas that need to be expanded for FY 2025-26 are young under 50 veteran members recruiting, supporting weak Chapters, fundraising in the Region and succession. Specific Chapter reports can be read under the Region Commander's Annual report.

Region III

LTC Paul Farinella has done an outstanding job since assuming the Region Command 9 months ago, in December 2024. The region has strong outreach programs as every Chapter was involved with outreach to scouting programs with Roosevelt, New York, 128 awards, leading the way , the +Shehab, New Jersey, 82 awards and Philadelphia Chapter, 63 awards. Every Chapter was involved in the ROTC Awards program with the Philadelphia, 83, NY Roosevelt Chapter, and Ridgeway being the top 3. Every Chapter also presented other Awards and Honors with the Philadelphia chapter Leading the way with 177 Awards. Four out of five Chapters established alliances with veteran and non-veteran communities and also were involved with local events. All chapters were involved in Chapter newsletters.

All Chapters sent students to Youth leadership Conferences with the Philadelphia Chapter holding 4 Youth Leadership Seminars (YLS) and 1 Youth leadership Conference and sponsored 139 students. The Philadelphia Chapter initiated a junior membership program for students participating in Youth Leadership meetings and MOWW events. The Region held its first joint Philadelphia- New York Regional YLS at Niagara University, Lewiston, New York.

The Roosevelt, New York Chapter has 2 initiatives in the works to form cadres currently for new chapters in Upstate New York, Albany and in the greater Western New York Region. The Region exceeded its membership goal by 175%.

Areas that need emphasis are membership recruiting of younger members, less than age 50, more veteran outreach by chapter, and additional sponsorship in the region for Youth leadership Seminars. Succession also needs to be addressed. Specific Chapter reports can be read under the Region Commander's report.

Region V

Cpt. James Brady (Fmr) has done an outstanding job as Commander of Region V. The monthly meetings and Chapter activities are equaled by a few chapters. The Region and Chapter strategic goals are being met by many chapters. One that was effective and well supported was the ROTC medal programs conducted by 6 chapters with the Atlanta Chapter distributing 160 medals followed by the Columbus, SC chapter with 144, Knoxville with 53, Memphis 43, Augusta 28, and The General Westmorland Chapter with 22.

The Atlanta Chapter also led the Region distributing 109 boys scout awards. Five chapters were involved in publishing newsletters and the veterans outreach program. One solid initiative was the formation of a MOWW detachment in Charlotte, North Carolina. As of 30 May 2025, the region was at 54 % of its recruiting goal.

Areas that need emphasis for OY 2025 are membership recruiting of younger members less than age 50, and emphasis on Youth leadership education programs and succession. Specific Chapter reports can be read under the Region's Commander's report.

Serving Youth, Community, and Nation

Joseph P. Kirlin III
Vice Commander in Chief, MOWW
Regions I, III, V

VCINC COL PECK | ANNUAL REPORT

I was assigned oversight for Region II and VIII. In Region II, I worked closely with Brig. Gen Estes, Region Commander and CW2 Eliseo Lopez, Commander, Chicago Chapter. Both have focused on the Army 250th Birthday. BG Estes worked closely with Fort Knox and Chief Lopez worked with the Illinois Army Birthday Committee. MOWW is a joint sponsor with AUSA and ESGR to celebrate the event at Cantigny, 1st Division Memorial and Museum on June 21.

In Region VIII, I worked closely with Chuck Daniels. Region VIII focused on the opening of the Medal of Honor Museum. Chuck conducted an outstanding Region VIII meeting in May. Part of the meeting focused on the 2026 MOWW convention. I also worked closely with Rob Mathews, Oklahoma Dept Commander, as we recognized in Illinois a 100-year-old veteran who served with the Oklahoma 45th Division in World War II.

Strategic Goals- Region Commanders and Chapter Commanders are attempting to implement chapter meetings that are educational and inspire participation by members. Region VIII conducted a great program in conjunction with the opening of the Medal of Honor Museum. Region VIII also conducted a national security seminar that brought in additional funds and allowed the Region to sponsor youths for the MOWW Youth Seminar in DC.

Region 2 has four active chapters. Chicago Chapter is now working with a coalition of 5 associations. Kentucky has three chapters and works closely with Fort Knox. Chicago has had some success with fund raising for its YLS.

Membership- Chicago Chapter Commander Chief Lopez and I are working on new chapters in Rock Island, Peoria, Rockford and Springfield. We have formed Cadres and will request EXCOM approval. Our coalition of MOAA, ROA, AUSA and Navy League have worked hard to improve and maintain the County Veterans Assistance Commission. MOWW with its Congressional Charter is authorized a delegate at the State and in each county and municipal VAC. This is important as county VACs have a responsibility of overseeing budgets in the millions of dollars for Veterans Military Assistance. This assistance is also available to members of the Guard and Reserve.

Conclusion- I've asked Region and Chapter leadership to look at developing future leaders for the chapter and region. Our focus must be on conducting meetings that educate and inspire. I have urged that where applicable, our delegates from the VAC give a report each meeting on the services provided to our veterans. I have also urged that members consider volunteering for the ESGR. I have been a member for 50 years and this gives me contact with Guard and Reserve members when I give the annual USERRA brief.

Recommendation- Chief Lopez and I have begun the establishment of Cadre units in Illinois, Iowa, Wisconsin and Indiana. Our message centers on the MOWW Charter that recognizes the MOWW as a Veterans Service Organization. In this capacity most state laws recognize MOWW, and we have a delegate at state, county and city level. It's at this level that members can volunteer and serve their community and where we need to require a report on their activity at chapter meetings.

Conclusion- MOWW as a Congressionally Chartered Organization can continue forward but only if we recognize that we are an organization that serves the veterans community. With meetings that inspire and allow our members to serve, we can continue to grow and meet our motto "it is nobler to serve than to be served."

Michael P. Peck COL, USA (RET)
Vice Commander in Chief, MOWW

VCINC COL RIVERA | ANNUAL REPORT

1. General and Oversight Responsibilities:

This is my first year as VCINC in the order, with oversight of Region VI and Region VII. As part of my duties, I was a member of the Strategic Planning Committee and Strategic Growth Committee. I participated in the MOWW Top-8 meetings and EXCOM meetings.

I attended Region VI 2024 Fall Zoom Conference and their in-person 2025 Spring Conference, conducted at the Florida Elks Youth Camp in Umatilla, Florida. I also attended the 2025 Spring Conference for Region VII, which took place at Redstone Arsenal, Alabama. On February 2025 I attended Sun City Center's Anniversary Celebration and Banquet, as well as their Youth Leadership Seminar, held at Sun City Center United Methodist Church. I also attended the funeral honors ceremony for former Perpetual Member BG (retired) Daniel Lopez Romo; former US Department of Justice Attorney, Head of Office for District of Puerto Rico and former Assistant Adjutant General for Air – Puerto Rico Air National Guard. I attended the Wreath Across America at the Puerto Rico National Cemetery and Memorial Day Ceremony at the Puerto Rico National Cemetery. Before the end of Operational Year 2024, I attended the Puerto Rico Chapter Installation and Award Dinner, where I presented the Gold Patrick Henry Medal to Colonel Carlos Quiñones, Patriotic Education Program Coordinator.

2. Assessment of progress toward achieving Strategic Goals & Recommendations:

Region VI is comprised of Puerto Rico (with 1 chapter) and Florida (with 6 chapters and a newly established Cadre). The region is commanded by LTC (Retired) Steve Hodges, assuming his duties in July 2024, after I left the position to run for one of the VCINC positions. LTC Hodges appointed Col (Retired) Adolfo Menendez as his Vice Region Commander and CWO4 David McCuiston as Commander for the Department of Florida. Region VI has a strong presence, with several positions manned, such as the Region Commander, Vice Region Commander, Treasurer and Adjutant. Under their leadership, the region continues to run successful programs and are keeping the chapters engaged and active on both local and region levels.

Region VII is comprised of five chapters in Alabama, Arkansas, Louisiana, Mississippi and Missouri. At the beginning of the Operational Year, a chapter (LTG Middleton Chapter, Baton Rouge, LS) officially requested closure of operations, approved during the October 2024 EXCOM Meeting. Lt Col (Retired) David Dunlap assumed the duties of Region VII Commander from former Region Commander, COL Clay Le Grande, in August of 2024. Lt Col Dunlap is also the Chair, MOWW Patriotic Education Committee. After several months trying to identify a Vice Region Commander, LTC (Retired) Eugene Thurman, MG Wheeler Chapter Commander, volunteered to become the Vice Commander for Region VII. He was installed during the Spring Conference in Redstone Arsenal. The region also has the treasurer position filled.

- a. SG-1 Consistently develop and deliver attractive, and high-impact community outreach programs and activities. Region VI is engaged in all MOWW's Community Outreach Programs, at one way or another. Their stronger programs are Patriotic Education, ROTC/JROTC and Scouting. Region VI held a YLC in the summer, two YLS and had an active participation on the 2024 NYCS, with students and chaperones. With the exception of one chapter, all other six had some sort of involvement with at least one outreach program and had companions supporting them.

Region VII is actively participating in the Community Outreach Programs, with emphasis on the Patriotic Education Program. The region hosted one YLC (MG Wheeler Chapter, Huntsville, AL) and six YLS. It also worked in partnership with Tennessee to support their YLC/YLS needs. CPT Grevemberg, LA, supported the YLC with a donation of \$3k. This year, the region sponsored two of their YLC graduate students to attend the 2024 NYCS. These students are exceptional young people with great leadership skills. The region makes excellent use of their YLC/YLS alumni to actively work and lead on subsequent events. Chapters within the region got involved in at least one Community Outreach Program, except for one chapter which did not report any activity. At time of this report, there was no data supporting the participation by any of the region chapters on the Homeland Security, Law & Order/First Responder, or Girls Scout Programs.

- b. SG-2 Expand our impact through alliances and strategic partnerships with organizations that align with our mission. Region VI reports four chapters and a cadre, out of seven units, with some sort of alliance and/or partnership with other organizations. They range from AUSA, MOA and Our Community Salutes, to working with their local ROTC/JROTC Staff, National Cemeteries, local churches and other civilian organizations. An excellent alliance opportunity with lots of promises presented itself while participating of the Region Spring Conference, with the Florida Elks Youth Camp Staff, who briefed the conference attendees on what they do. I encourage the region leadership to keep looking for opportunities to promote the order amongst their local government and civic organizations.

For Region VII, only two chapters out of five reported any alliance and/or partnership with other organizations.

- c. SG-3 Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement. Region VI keeps looking for ways to increase the visibility of the order and to improve their relationship with the communities. Three chapters out of eight report to have at least social media dedicated presence and five publishes a newsletter, a bulletin, or email communication to distribute information. Seven out of the eight reported to interact with the local community through active presence and/or attending events. In some instances, events taking place on the same date at different locations required the chapters to assign a specific event to a companion which resulted in a smaller group of companions attending an event but allowed the chapter to have a bigger footprint and presence. Those chapters with consistent participation on all these areas (social media, newsletter and attendance to public events), had a greater exposure to other organizations and recruiting of new members.

For Region VII, this is an area needing improvement. Only one chapter reports a social media presence as well as interaction with the community through presentations and presence on events. Another chapter submitted articles to the Officer Review and only two chapters have a newsletter. A way to improve their performance in these areas would be the development and implementation of a Strategic Communication Plan. I would recommend those chapter not having a social media presence to consider opening either a Facebook page or create an account on Instagram, at least to publish the events and activities they support. An alternative could be to establish a page the region level, where all the chapters submit their activities and news.

- d. SG-4 Annually grow engaged and sustainable MOWW membership. Region VI had a superb membership and recruitment performance for this year; at the time of this report, it achieved a 113% in recruitment of new members. The region recruited 43 new members, out of the 38 assigned as the recruiting goal for the year, and suffered 30 losses. Five chapter out of eight recruited members, with

three chapters reaching 100% or higher of their recruiting quota, one reaching a 50%, and two chapters failing to recruit any member (this is a recurrent issue within the region). This year the region also added the Northwest Florida Cadre, which is proactively working on identifying prospects to engage and recruit as new members. Overall, the region positioned itself in second place at national level and has a 78.3% of veteran's membership. No chapter is below the 75% threshold.

Region VII showed an improvement on their membership and recruiting efforts. Even though the region only reached a 39% of their recruiting quota for the operational year, three chapters reached or surpassed their new members established requirements. The region recruited 7 companions out of their goal for 24, but suffered 8 losses. Two chapters did not recruit any new members and one chapter was closed at the beginning of the operational year. The region has an overall 77.7% Veteran's Membership, with no individual chapter below the 75% threshold.

- e. SG-5 Increase revenues ensuring adequate financial resources to fulfill the Order's mission. Only three chapters within Region VI reported to have fundraising drives. This item is quickly turning as a crucial one for the order's survival. One chapter holds occasional draws during membership meetings, which allows them to raise some funds, usually of items donated by companions and their spouses. Other chapters took advantage of the agreement between MOWW and Wreath Across America, which provided an excellent opportunity for the chapter to obtain some funds. We have also discussed the possibility of partnerships to host golf tournaments as a way to raise funds without having a big out of pocket expense putting the tournament together. I expect to see more alternatives arising throughout the coming operational year.

Only one chapter in Region VII reported conducting any fundraising activity. The chapters need to look at the opportunities available at the time, like maximizing their involvement with Wreath Across America, where they have the chance to obtain \$5 for each wreath bought. I would recommend for the chapters to call their national cemeteries, find out the organizations which normally attend the event and start from there. The new designation of MOWW as a nonprofit organization also opens the door for organizations and companies to make tax free donations to the chapters and region.

- f. SG-6 Increase the number of Chapters and strengthen existing Chapters. Region VI had a new cadre established during the second quarter of this operational year on Northwest Florida, under the leadership CAPT Deborah Dombeck and CDR Ralph Lewis. The Cadre is proactively pursuing new members to join and has been very involved with the ROTC and JROTC programs in the local area. This is the second Cadre established in the region in the last four years.

In Region VII, LTG Middleton Chapter (Baton Rouge, LS) officially requested closure at the beginning of the operational year, after trying to keep the chapter alive for years. Since there was no volunteer to take over as Chapter Commander, the Acting Chapter Commander (COL Clark Le Grande) met with the chapter members, who unanimously voted in favor of the chapter closure. The chapter companions were given the option to transfer their membership to the chapter of their liking. This brought the number of chapters in Louisiana down to one.

- 3. Conclusion: I need to recognize the work and involvement of both region commanders are having with the chapter in their regions. There have been plenty of improvement in the operations of both, Region VI and Region VII. Region VI continues to look for ways and opportunities to increase their interaction with other Veteran Service Organizations, state government agencies and local organizations. Region VII stays involved with the chapters and their Community Outreach Programs and is looking for ways

to improve their operations despite of the challenges present across the area (an aging membership and lack of volunteers to assume leadership roles). Region VII showed improvement on their recruitment efforts, but further action is required to recruit new companions willing to take over and move the organization forward. Both regions held very productive conferences and sponsored high quality students which in turn contributed to the great success of their Patriotic Education programs and the 2024 NYCS.

4. Recommendations: The regions need to reach a consensus with the chapters not showing any growth on membership or on their Community Outreach Programs. The areas they are located at provide plenty of places, organizations and opportunities to recruit. A coordinated effort within the region should be able to come up with ideas on how to tap these pools and look for fresh members who will accept the challenge of the leadership rolls. A good training plan is required to make sure these new members get familiarized with responsibilities and duties for them to take over as soon as feasible. Those chapters which capitalize on the use of social media and newsletters/bulleting are living proof on how this work to keep an organization active and with a healthy growth. The regions should also look for ways to increase the fundraising activities as a way to support themselves and not count solely on the dividends the order sends to the chapters.

FOR THE GOOD OF THE ORDER

Adalberto Rivera, Col, USAF (ret)
Vice Commander in Chief, MOWW

CHIEF OF STAFF | ANNUAL REPORT

1. General: The MOWW National Headquarters Essential Task List outlines the essential tasks performed by the MOWW National Headquarters. These tasks guide organizational priorities and support the Strategic Goals (SG) of the Order:
 - Support and Promote the MOWW Outreach Programs (SG 1, SG 3)
 - Promote the Order (SG 2, SG 3, SG 4, SG 5)
 - Maintain Membership Program (SG 4, SG 6)
 - Maintain the Online Store – Merchandise (SG 1, SG 4)
 - Manage MOWW Inc Finances (SG 5)
 - Publish the Officer Review® Magazine (SG 1, SG 3, SG 4)
 - Maintain a National Level Website (SG 1, SG 3, SG 4)
 - Plan and Execute National Conventions (SG 1, SG 2, SG 3)
 - Maintain the Order’s Administration: Constitution, Bylaws and Policy Manual, Resolutions, Meeting Minutes etc. (SG 2, SG 4)
 - Maintain MOWW National level partnerships and collaboration; conduct direct outreach (SG 3)
 - Establish and operate a 501(c)3 Foundation (SG 1, SG 5)
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 2024 is represented in the enclosed audited financial statements.
 - a. Annual Audit. An independent accounting firm, Deleon & Stagg, Certified Public Accountants and Advisors conducted the annual audit of the Military Order of the World Wars, Inc. financial statements for the year ending 31 Dec 2024 and 2023. 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, 2024, and 2023. The Audited Financial Statements are included as an enclosure with this report.
 - b. The overall financial position of the Order is stable. The Order has seen moderate increases in revenues from membership dues, online store sales and contributions while overall expenses have grown. The Order remains reliant on funding from the Order’s Investment portfolio to cover operating expenses. During FY 2024, roughly 60% of the Orders revenues were drawn from the investment portfolio. This over-reliance on income concentrated in a single source places the Order at a higher risk. The Order will continue its effort to diversify its revenue sources to lower the associated risks. Clearly, the most significant action that can improve the Orders financial situation is the addition of new dues paying members and active participants in the Orders outreach programs. 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 2024 was set at 380 Companions. The Order has recruited 292 new members this operating year. Unfortunately, we lost 320

members this year. The Order did not meet the OY 2024 recruiting goal. Thirty-one (31) chapters met or exceeded their recruiting goal (41.89% of the Order) in OY 2024. There were 17 chapters (23%) 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 76% in OY 2024. This was a significant decrease from previous years. 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 30 June 2025, the Order stands at 75.6% with 45 chapters above the standard. This is a positive increase over previous years.
 - d. The membership director revised the online application process to include an e-signature feature without leaving the website. Additionally, the membership renewal process was revised and the process for contacting lapsed members was reduced from 6 months to 3 months.
4. MOWW Store. The MOWW online store recorded revenues of \$104,541.00 in Fiscal Year 2024. This was an increase of approximately \$19,000 from FY 2023. This increase can be attributed to an increase in store prices on 01 Jan 2024 and a modest increase in overall store activity.
 5. CINC Solicitation. The OY 2024 CINC solicitation ended on 30 June 2025. This year the Order fell short of the \$100,000 goal by approximately \$18,000, receiving \$81,640.00 in donations. The Order received 751 donations from 498 individual donors. 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 programs and provided direct support to MOWW chapters/cadres. See the BG Bultman Chapter FY2024 report.
 7. The following list of Operating Year 2024 MOWW headquarters accomplishments:
 - a. MOWW's Outreach Program Manager administers the MOWW Social Media presence on Facebook and LinkedIn and Instagram account. Consistent social media posts (2-3 per week) led to an increase in followers:

2024 Facebook Company Page – Likes/Followers: 126/215

2025 Facebook Company Page – Likes: 249 (98% increase) Followers: 387 (80% increase)

2024 MOWW FB Group Members: 322

2025 MOWW FB Group Members 363 (13% increase)

2024 INSTAGRAM Followers: 107

2025 INSTAGRAM Followers: 176 (64% increase)

2024 LinkedIn Page Followers: 504

2025 LinkedIn Page Followers: 569 (13% increase)

- b. The following promotional and marketing efforts were initiated by the MOWW Outreach Program Manager.
 - Published a new JROTC/ROTC Tri-Fold Brochure
 - Submitted MOWW to be featured in Philanthropy Round Tables Civics Playbook
 - Connected with the Daniels Fund and Philanthropy Roundtable to support future MOWW events.
 - Secured MOWW the cover spot for Army Daily News, AUSA 2025 edition
 - Developed and published MOWW Advertisements for print and events including Army Daily News, Modern Day Marine Directory, Center for Civics Education, Military Families Magazine
 - Revised and published the Annual MOWW Impact Sheet
 - Assisted the IPC with publishing the MOWW Marketing Plan and Recruiting Guide
 - Updated MOWW Webpage Tips & Guides
- c. Established partnerships with The Global War on Terrorism Memorial Foundation, Wreaths Across America Teach program and Operation Gratitude.
- d. HQs continued to convert National Award submission forms from a print and submit format to online submission format. Completed conversion of the Patriotic Education Program Award Form 10a to an online submission and eliminated Form 1919 with the development of the Chapter of the Year scoring procedure using FM 27 Chapter Activity Report (CAR). There are three award submission forms remaining to convert to online documents in OY 2025.
- e. The HQs continued to participate in events 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. We also attended the Military Child World Expo to promote our Youth Leadership Programs. During these events, our team was able to speak personally with hundreds of veterans and active-duty service members.
- f. The HQs Chapter in partnership with the MOWW Northern Virginia Chapter, once again 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.
- g. The Commander in Chief held two Commander's Call Zoom sessions during the operating year. The CINC was able to communicate his message directly to 99 and 70 Companions that attended.
- h. The HQs conducted a fall membership drive providing a 20% discount for new members. Sixty-nine (69) new members were recruited; 40 regular and 29 perpetual members.
- i. MOWW Foundation. MOWW HQs continued to develop a 501(c)(3) charitable foundation to fund educational programs. The MOWW Foundation (MOWWF) secured donations from inside and outside MOWW to support the National Youth Civics Summit (NYCS). The MOWWF developed promotional products, established a webpage, developed the NYCS sponsorship

program and sent solicitations to MOWW contacts and vendors. Donations can be made to MOWWF by visiting the Link. <https://secure.givelively.org/donate/moww-educational-foundation-inc>

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. Notes for the annual assessment are listed below.
- 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 Order established new partnerships with Global War on Terrorism Memorial Foundation, Wreaths Across America Teach Program, and Operation Gratitude.
 - 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 revised recruiting guide and the MOWW National Communication and Marketing Strategy.
 - 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.
 - SG 6: Increase the number of chapters and strengthen existing chapters. The Order closed two chapters and started two recruiting Cadres in Northwest Florida and Connecticut. However, the Order has not achieved progress in growing chapters, strengthening existing 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.®

Enclosure: (1) MOWW Audited Financial Statements (Year Ended 31 December 2024)

Enclosure: (2) BG Bultman Chapter Annual Financial Report – Fiscal Year 2024 (FY Ended 31 December 2024)

Enclosure (1): MOWW Audited Financial Statements (Year Ended 31 December 2024)



MILITARY ORDER
OF THE WORLD WARS

THE MILITARY ORDER OF THE WORLD WARS

**FINANCIAL STATEMENTS
WITH
INDEPENDENT AUDITORS' REPORT**

For the Years Ended December 31, 2024 and 2023



THE MILITARY ORDER OF THE WORLD WARS

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INDEPENDENT AUDITORS' 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 statement of financial position as of December 31, 2024, and the related statements of activities, functional expenses and cash flows for the year 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, 2024, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' 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.

Prior Period Financial Statements

The financial statements of **The Military Order of the World Wars** as of December 31, 2023 were audited by other auditors whose report dated June 25, 2024 expressed an unmodified opinion on those statements.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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 the 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.

THE MILITARY ORDER OF THE WORLD WARS
Independent Auditors' Report
Page 2

Auditors' 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 auditors' 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 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 on 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 regarding, 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.

DeLeon & Stang

DeLeon & Stang, CPAs and Advisors
Frederick, Maryland
May 2, 2025

THE MILITARY ORDER OF THE WORLD WARS
Statement of Financial Position
December 31, 2024

	General Operating Fund	Perpetual and Memorial Fund	Operational Fund	Endowment Fund	Admiral Dyer Memorial Trust Funds	Other Funds	Total All Funds
ASSETS							
Current Assets							
Cash and cash equivalents	\$ 267,610	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,610
ERC receivable	28,000	-	-	-	-	-	28,000
Inventory	64,640	-	-	-	-	-	64,640
Prepaid expenses	23,692	-	-	-	-	-	23,692
Investments	-	10,103,918	-	1,134,276	782,068	738,840	12,759,102
(Due to) / due from other funds	(203,700)	42,740	37,207	16,853	110,384	(3,484)	-
Total Current Assets	1,78,242	10,146,658	37,207	1,153,129	892,452	735,356	13,143,044
Property and Equipment							
Land	127,423	-	-	-	-	-	127,423
Building	397,962	-	-	-	-	-	397,962
Website	33,000	-	-	-	-	-	33,000
Furniture and equipment	42,578	-	-	-	-	-	42,578
Less accumulated depreciation and amortization	600,963	-	-	-	-	-	600,963
	(404,320)	-	-	-	-	-	(404,320)
Total Property and Equipment	196,643	-	-	-	-	-	196,643
Total Assets	\$ 374,865	\$ 10,146,658	\$ 37,207	\$ 1,153,129	\$ 892,452	\$ 735,356	\$ 13,339,687
LIABILITIES AND NET ASSETS							
Current Liabilities							
Accounts payable	\$ 13,176	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,176
Accrued leave	57,855	-	-	-	-	-	57,855
Dividends payable	-	130,788	-	-	-	-	130,788
Deferred revenue	85,950	-	-	-	-	-	85,950
Deferred dues - current portion	-	213,594	-	-	-	-	213,594
Total Current Liabilities	156,981	344,382	-	-	-	-	501,363
Deferred dues - net of current portion	-	297,515	-	-	-	-	297,515
Total Liabilities	156,981	641,897	-	-	-	-	798,878
Net Assets							
Without donor restrictions	217,904	-	-	-	-	-	217,904
With donor restrictions - board designated	-	9,504,761	37,207	1,153,129	-	-	10,695,097
With donor restrictions by purpose	-	-	-	-	672,452	718,856	1,391,308
With donor restrictions in perpetuity	-	-	-	-	220,000	16,500	236,500
Total Net Assets	217,904	9,504,761	37,207	1,153,129	892,452	735,356	12,540,809
Total Liabilities and Net Assets	\$ 374,865	\$ 10,146,658	\$ 37,207	\$ 1,153,129	\$ 892,452	\$ 735,356	\$ 13,339,687

See Accompanying Notes to the Financial Statements
Page 3

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
ASSETS							
Current Assets							
Cash and cash equivalents	\$ 124,692	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 124,692
FRC 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	-	9,022,128	-	1,481,866	658,374	651,470	11,813,838
(Due to) / due from other funds	(205,700)	42,740	37,207	18,553	110,364	(3,484)	-
Total Current Assets	81,495	9,064,868	37,207	1,500,719	768,738	647,986	12,101,033
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
Less accumulated depreciation and amortization	(628,036)	-	-	-	-	-	(628,036)
Total Property and Equipment	(421,511)	-	-	-	-	-	(421,511)
Total Assets	288,020	9,064,868	37,207	1,500,719	768,738	647,986	12,307,558
LIABILITIES AND NET ASSETS							
Current Liabilities							
Accounts payable	\$ 23,904	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,904
Accrued leave	51,139	-	-	-	-	-	51,139
Dividends payable	-	100,000	-	-	-	-	100,000
Deferred revenue	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	-	-	-	-	-	133,705
Without donor restrictions - board designated	-	8,303,665	37,207	1,500,719	-	-	9,841,591
With donor restrictions by purpose	-	-	-	-	548,738	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	768,738	647,986	11,392,040
Total Liabilities and Net Assets	\$ 288,020	\$ 9,064,868	\$ 37,207	\$ 1,500,719	\$ 768,738	\$ 647,986	\$ 12,307,558

See Accompanying Notes to the Financial Statements

THE MILITARY ORDER OF THE WORLD WARS
Statement of Activities
For the Year Ended December 31, 2024

	Without Donor Restrictions	With Donor Restrictions - by Purpose	With Donor Restrictions - in Perpetuity	Total
Revenues and Support				
Contributions	\$ 101,652	\$ 105,000	\$ -	\$ 206,652
Merchandise sales	104,541	-	-	104,541
Registration revenue	51,711	-	-	51,711
Other	1,002	-	-	1,002
Membership dues	30,715	-	-	30,715
Interest and dividends	277,805	34,233	-	312,038
Net assets released from restrictions:				
Authorized expenditures and fees	70,809	(70,809)	-	-
Total revenues and support	638,235	68,424	-	706,659
Expenses				
Program expenses	899,146	-	-	899,146
Management and general expenses	122,347	-	-	122,347
Fundraising expenses	36,506	-	-	36,506
Total expenses	1,057,999	-	-	1,057,999
Change in net assets before other items	(419,764)	68,424	-	(351,340)
Unrealized gain on investments	1,113,852	138,897	-	1,252,749
Realized gain on sales of investments	101,055	12,601	-	113,656
Investment fees	(71,032)	(8,858)	-	(79,890)
Perpetual and Memorial Fund Contributions	213,594	-	-	213,594
Change in net assets	937,705	211,064	-	1,148,769
Net assets at beginning of year	9,975,296	1,180,244	236,500	11,392,040
Net assets at end of year	\$ 10,913,001	\$ 1,391,308	\$ 236,500	\$ 12,540,809

See Accompanying Notes to the Financial Statements
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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				
Contributions	\$ 94,111	\$ -	\$ -	\$ 94,111
Merchandise sales	85,895	-	-	85,895
Other	53,637	-	-	53,637
Membership dues	23,200	-	-	23,200
Interest and dividends	241,965	30,604	-	272,569
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 other items	(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

See Accompanying Notes to the Financial Statements
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THE MILITARY ORDER OF THE WORLD WARS
Statement of Functional Expenses
For the Year Ended December 31, 2024

	Program Activities				Supporting Activities			Total Expenses
	Membership	Store	Event	Program Subtotal	Management and General	Fundraising	Supporting Subtotal	
Expenses								
Salaries, payroll taxes, and benefits	\$ 137,722	\$ 70,219	\$ 169,378	\$ 377,319	\$ 16,663	\$ 17,421	\$ 34,084	\$ 411,403
Chapter PM dividend distribution	130,788	-	-	130,788	-	-	-	130,788
Program consultants	112,791	-	-	112,791	-	7,797	7,797	120,588
Professional fees	-	-	-	-	100,050	-	100,050	100,050
Cost of merchandise sold	-	65,259	-	65,259	-	-	-	65,259
Convention expense	-	-	50,209	50,209	-	-	-	50,209
Awards	24,459	414	13,560	38,433	-	7,126	7,126	45,559
Travel	22,134	-	12,056	34,190	1,568	-	1,568	35,758
Facility cost	9,187	4,684	11,299	25,170	1,112	1,162	2,274	27,444
Information technology	7,409	3,778	9,112	20,299	896	937	1,833	22,132
Headquarters office expense	6,404	3,265	7,875	17,544	775	810	1,585	19,129
Depreciation	5,852	2,984	7,198	16,034	708	740	1,448	17,482
Insurance	4,055	2,068	4,987	11,110	491	513	1,004	12,114
Postage	-	-	-	-	84	-	84	84
Total expenses	\$ 460,801	\$ 152,671	\$ 285,674	\$ 899,146	\$ 122,347	\$ 36,506	\$ 158,853	\$ 1,057,999

See Accompanying Notes to the Financial Statements
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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	Supporting Subtotal	
Expenses								
Salaries, payroll taxes, and benefits	\$ 135,387	\$ 68,018	\$ 143,589	\$ 346,994	\$ 14,655	\$ 10,356	\$ 25,011	\$ 372,005
Professional fees	23,777	-	-	23,777	107,001	-	107,001	130,778
Program consultants	114,232	-	-	114,232	-	7,428	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	-	118	39,159
Awards and support to chapters	7,220	900	19,783	27,903	-	5,005	5,005	32,908
Headquarters office expense	10,599	4,894	10,331	25,824	1,054	745	1,799	27,623
Facility cost	9,805	4,926	10,398	25,129	1,061	750	1,811	26,940
Information technology	9,159	4,601	9,713	23,473	991	701	1,692	25,165
Depreciation	7,923	3,981	8,404	20,308	858	606	1,464	21,772
Convention expense	-	-	19,332	19,332	-	-	-	19,332
Insurance	4,250	2,135	4,507	10,892	460	325	785	11,677
Postage	-	-	-	-	62	-	62	62
Total expenses	\$ 441,606	\$ 145,827	\$ 245,844	\$ 833,277	\$ 126,260	\$ 25,916	\$ 152,176	\$ 985,453

See Accompanying Notes to the Financial Statements
Page 8

THE MILITARY ORDER OF THE WORLD WARS
Statements of Cash Flows
For the Years Ended December 31, 2024 and 2023

	2024	2023
<u>Cash Flows From Operating Activities:</u>		
Change in net assets	\$ 1,148,769	\$ 1,281,346
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation	17,482	21,772
Unrealized gain on investments	(1,252,749)	(1,806,849)
Realized (gain) loss on sales of investments	(113,656)	205,783
Changes in operating assets and liabilities:		
ERC receivable	21,000	(49,000)
Due from MOWW Foundation	3,999	-
Inventory	26,811	(10,512)
Prepaid expenses	(5,639)	(8,182)
Accounts payable	(10,728)	(17,469)
Accrued leave	6,716	18,177
Dividends payable	30,788	46,525
Deferred grants	6,678	9,118
Deferred dues	(150,094)	(123,370)
	<u>(270,623)</u>	<u>(432,661)</u>
<u>Net cash used in operating activities</u>		
<u>Cash Flows From Investing Activities:</u>		
Purchases of property and equipment	(7,600)	(2,849)
Purchases of investments	(1,128,041)	(3,006,577)
Proceeds from sale of investments	1,549,182	3,400,937
	<u>413,541</u>	<u>391,511</u>
<u>Net cash provided by investing activities</u>		
Increase (decrease) in cash and cash equivalents	142,918	(41,150)
Cash and cash equivalents, beginning of year	124,692	165,842
Cash and cash equivalents, end of year	<u>\$ 267,610</u>	<u>\$ 124,692</u>

See Accompanying Notes to the Financial Statements
Page 9

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements
December 31, 2024 and 2023

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 18,848 (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:

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.

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.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2024 and 2023

NOTE 1 - ORGANIZATION AND SUMMARY OF ACCOUNTING POLICIES (Continued)

As of December 31, 2024 and 2023, the Order had \$1,391,308 and \$1,180,244 in net assets with donor restrictions - purpose restrictions, and \$236,500 and \$236,500 in net assets with donor restrictions - perpetual in nature, respectively.

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 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.

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.

Inventory – Inventory consists of insignias and supplies available for resale or use in future periods. Inventory is stated at the lower of cost or net realizable value, using the first-in, first-out basis.

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.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2024 and 2023

NOTE 1 - ORGANIZATION AND SUMMARY OF ACCOUNTING POLICIES (Continued)

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

Investments – Investments in equity securities with readily determinable fair values and all investments in debt securities are measured at fair value in the Statements 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 Statements of Activities unless the income or loss is restricted by donor or law.

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, 2024 and December 31, 2023.

Uncertain Tax Positions – As of December 31, 2024, 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, 2021 through 2023.

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. As of December 31, 2024 and 2023, the Order exceeded the federally insured limit in cash accounts by \$6,616 and \$0, respectively.

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.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2024 and 2023

NOTE 1 - ORGANIZATION AND SUMMARY OF ACCOUNTING POLICIES (Continued)

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.

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, 2024 and 2023 to be received within one year and no allowance has been recorded for uncollectible amounts. As of December 31, 2024 and 2023, no bad debt expense has been recorded.

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, 2024.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2024 and 2023

NOTE 2 - INVESTMENTS (Continued)

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, 2024:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Mutual Funds	\$ 12,541,556	\$ -	\$ -	\$ 12,541,556
Money Market	217,546	-	-	217,546
Total	<u>\$ 12,759,102</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 12,759,102</u>
				Fair Market Value
				<u>\$ 11,238,194</u>
				<u>1,520,908</u>
				<u>\$ 12,759,102</u>

The following table sets forth, by level, within the fair value hierarchy, amounts recorded in the Order's financial statements at fair value as of December 31, 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	2,379	-	-	2,379
Total	<u>\$ 11,813,838</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 11,813,838</u>
				Fair Market Value
				<u>\$ 10,503,994</u>
				<u>1,309,844</u>
				<u>\$ 11,813,838</u>

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2024 and 2023

NOTE 3 - RELATED PARTIES AND DUE FROM AFFILIATE

Military Order of the World Wars Foundation (MOWW Foundation), a 501(c)(3) organization, is an affiliate of the Order but has been organized as a separate organization and as such does not share a majority of Board members with the Order. For the years ended December 31, 2024 and 2023, there was an outstanding advance due from MOWW Foundation in the amount of \$0 and \$3,999, 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. During the year ended December 31, 2024, \$21,000 of this amount was received.

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, 2024, will be recognized as follows:

For the years ending December 31,	
2025	\$ 213,594
2026	128,362
2027	38,876
2028	34,241
2029	29,581
Thereafter	66,455
Total	<u>\$ 511,109</u>

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.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2024 and 2023

NOTE 6 - NET ASSETS (Continued)

Board Designated

- Perpetual and Memorial Fund – represents the unrestricted contributions received, to be held as corpus, in the memory of members of the Order. The income generated from the corpus is distributed as prescribed in the Bylaws for the general use of the National Headquarters and to support the chapters of the Order. The liability for dividend distributions payable to the chapters for the years ended December 31, 2024 and December 31, 2023 were \$130,788 and \$100,000, respectively.
- Endowment Fund – represents unrestricted contributions received, to be held as corpus, with the related income generated from the corpus to be used for general operations to assist in meeting the operating budget of the National Headquarters.

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

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

The Executive Committee Discretionary Fund provides a perpetual trust for those purposes selected annually by the Executive Committee. The original contributions to these funds are held in perpetuity while their earnings are restricted for the purposes selected by the Executive Committee.
- Gist Blair Trust Fund – included in Other Funds. Established to fund historical endeavors of the Order. The original contribution to this fund is held in perpetuity while the earnings are restricted for the purposes described above.
- Captain Satterlee Award Fund – Included in Other Funds. Established to provide annual awards for graduates of the United States Coast Guard Academy (USCGA). This award has two components: the MOWW Pistol Marksmanship Award and the Captain Charles Avery Satterlee Award for Composition and Rhetoric. The original contribution to this fund is held in perpetuity while the earnings are restricted for the purpose described above.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2024 and 2023

NOTE 6 - NET ASSETS (Continued)

As of December 31, 2024 and 2023, the nature of the Order's net assets with donor restrictions - purpose restricted consists of the following:

	<u>2024</u>	<u>2023</u>
Admiral Dyer Memorial Trust Funds	\$ 672,452	\$ 548,758
Gist Blair Trust Fund	676,601	593,728
Captain Satterlee Award Fund	42,255	37,758
Total Net Assets with Donor Restrictions - Purpose Restricted	<u>\$1,391,308</u>	<u>\$ 1,180,244</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, 2024 and 2023, the nature of the Order's net assets with donor restrictions - Perpetual in Nature consists of the following:

	<u>2024</u>	<u>2023</u>
Admiral Dyer Memorial Trust Funds	\$ 220,000	\$ 220,000
Gist Blair Trust Fund	10,000	10,000
Captain Satterlee Award Fund	6,500	6,500
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 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.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2024 and 2023

NOTE 7 - ENDOWMENT FUNDS (Continued)

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, over time, 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; investment assets and allocations between asset 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 endowment 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 the Financial Statements (Continued)
December 31, 2024 and 2023

NOTE 7 - ENDOWMENT FUNDS (Continued)

As of December 31, 2024, the endowment funds are classified as follows:

	Board Designated Endowment Net Assets without Donor Restrictions	Donor-Designated Endowment Net Assets with Donor Restrictions	Total Endowment Net Assets
Endowment net assets, beginning of the year	\$ 9,841,591	\$ 1,416,744	\$ 11,258,335
Contributions recognized	213,594	105,000	318,594
Investment income	203,485	25,374	228,859
Net appreciation	1,214,906	151,497	1,366,403
Amounts appropriated for expenditures	<u>(778,479)</u>	<u>(70,807)</u>	<u>(849,286)</u>
Endowment net assets, end of year	<u>\$ 10,695,097</u>	<u>\$ 1,627,808</u>	<u>\$ 12,322,905</u>

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

	Board Designated Endowment Net Assets without Donor Restrictions	Donor-Designated Endowment Net Assets with Donor Restrictions	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	1,421,293	179,772	1,601,065
Amounts appropriated for expenditures	<u>(646,382)</u>	<u>(84,016)</u>	<u>(730,398)</u>
Endowment net assets, end of year	<u>\$ 9,841,591</u>	<u>\$ 1,416,744</u>	<u>\$ 11,258,335</u>

NOTE 8 - LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

As of December 31, 2024 and 2023, the Order has \$1,485,946 and \$1,715,617, respectively, of financial assets available within one year of the Statements 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 Statements 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 the Financial Statements (Continued)
December 31, 2024 and 2023

NOTE 8 - LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS (Continued)

	<u>2024</u>	<u>2023</u>
Cash and cash equivalents	\$ 267,610	\$ 124,692
Receivables and due from affiliate	28,000	52,999
Investments in the operational fund - plus due from other funds	37,207	37,207
Investments in the endowment fund - plus due from other funds	<u>1,153,129</u>	<u>1,500,719</u>
	<u>\$ 1,485,946</u>	<u>\$ 1,715,617</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 - SUBSEQUENT EVENTS

The Order has evaluated subsequent events through May 2, 2025, the date which the financial statements were available to be issued. There were no subsequent events or transactions identified as a result of this review and evaluation that require recognition or disclosure in the accompanying financial statements.

Enclosure (2): BG Bultman Chapter (122) Fiscal Year 2024 Annual Report



**BG ROGER C. BULTMAN CHAPTER (122)
THE MILITARY ORDER OF THE WORLD WARS
435 NORTH LEE STREET | ALEXANDRIA, VA 22314-2301**

3 Feb 2025

From: HQ MOWW/CS
To: MOWW Executive Committee

Subj: BG Bultman Chapter Annual Financial Report – Fiscal Year 2024

The Commander of the MOWW Bultman Chapter is responsible for submitting an annual financial report for publication in the MOWW Convention Almanac. The BG Bultman Chapter follows the fiscal year established by MOWW National Headquarters, which runs from January 1 to December 31. This report details the finances of the BG Bultman Chapter for Fiscal Year 2024.

Financial Summary

- **Opening Balance (January 1, 2024):** \$10,657.15
- **Total Receipts:** \$12,228.02
 - \$11,502.01 from the annual MOWW P&M Fund distribution
 - \$726.01 from the sale of MOWW baseball caps and T-shirts
- **Total Expenditures:** \$17,802.52

Major Expenditure Categories

Expenditure	Amount
Direct Support to ROTC and JRTOC Units:	\$ 4,969.00
Charity 5k Sponsorship/support:	\$ 2,953.00
MOWW Foundation:	\$ 2,730.00
HQs Support: (Supplies, Office equipment)	\$ 2,915.00
Direct support to chapters (YLC Students):	\$ 2,200.00
Membership Madness Chapter Awards:	\$ 1,250.00
National Convention:	\$ 450.00
Misc:	\$ 335.00
Total	\$ 17,802.00

Closing Balance (December 31, 2024): \$5,082.65

This report provides an overview of the chapter's financial activities for FY 2024, ensuring transparency and accountability in alignment with MOWW's mission.

Sincerely,

Michael Farrell
Commander, BG Bultman Chapter 122

TREASURER GENERAL | ANNUAL REPORT

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 Treasurer General actively participated in the following Finance Committee projects: MOWW annual fiscal year budget, PM fund dividend review, and a complete review of the Orders finances.

For information on the investment status of the Order, refer to the Board of Trustees Report.

The Treasurer General is responsible for managing the IRS 990 filing process. Primarily, chapter treasurers are tasked with annually filing the chapter IRS Form 990. For tax year 2024, ending 31 December 2024, all chapters completed the filing requirement. We appreciate the leaders, throughout the chain of command, for their efforts, despite challenging IRS filing changes. Well done!

The Treasurer General reviewed and edited proposed MOWW Bylaws amendments to the written duties of the Treasurer General and the Chief of Staff as well as drafting the accompanying MOWW Policy Manual changes.

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

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 Moderate strategy that includes 63% equity, 36% fixed income, and 1% 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.
4. Current account status. The account had \$12,433,999.76 on 28 June 2024. On 31 December 2024, the MOWW investment account balance was \$12,759,102.17. On 30 May 2025, the value was \$12,900,052. (These numbers include funds that the Order received for MOWW admin and P&M Dividends during the fiscal year.) The stock market performed fairly well during 2024 but began to show more volatility in 2025.

Investment options for the MOWW Board of Trustees:

- a. The MOWW investment strategy was changed from a moderately aggressive strategy, (80% equity, 18% fixed income, and 2% cash exposure), to a Moderate strategy in March 2025, based on tariff changes proposed by the Trump Administration, which were implemented in April 2025. During this period there were wide swings in the stock and bond market. Changing our investment approach was designed to reduce potential stock losses if the market experienced a significant downward trend, while still providing “upside” potential if the market responded favorably to the Trump Administration’s approach to international tariffs. The word used by most observers to describe market performance during this period was “uncertainty.”
 - b. The change in investment strategy also should provide more interest and dividend income based on the increase in fixed income investments.
5. The Board of Trustees 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 the funding for the Order in “down” years. So, other sources of income need to be considered. With the change in Federal tax laws, CINC solicitation donations are now tax deductible. A monthly withdrawal from a checking account, credit card, or money market account is an easy way to support the Order. The Order is also working on securing corporate donations for our 501(c)(3) Foundation, which is a positive step. We would also recommend legacy bequests from Companions in their wills to support the long-term health of the MOWW.

FOR THE GOOD OF THE ORDER
JOHN H HOLLYWOOD, LTC, USA (Ret)
Chair, MOWW Board of Trustees

JUDGE ADVOCATE GENERAL | ANNUAL REPORT

The Judge Advocate General continued to support the Commander in Chief, Executive Committee of the General Staff, National Headquarters, Committees and Companions by reviewing and advising on specific legal topics that are brought to my attention.

FOR THE GOOD OF THE ORDER

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

SURGEON GENERAL | ANNUAL REPORT

1. **General Overview:** Throughout the 2024-2025 year, I have tried to focus on better equipping companions with critical health knowledge, encouraging preventive care behaviors, and promoting overall wellness. Our discussions/actions addressed key health-related topics aimed at fostering awareness, improving decision-making and emphasizing personal responsibility in physical, mental, emotional, and financial health. The foundation of my efforts was built on psychoeducation engagement, and practical strategies to promote longevity and quality of life for companions and their families.

The topics were structured around real-life application and community-relevant information. Special attention was given to preventive strategies, recognizing early warning signs of medical issues, and understanding the comprehensive nature of health — how each domain (physical, mental, spiritual and financial) is interconnected.

2. **Strategic Goals of Surgeon General Office 2024-2025:**

The key topics covered (including Articles) were:

1. Components of health (September 2024)
2. Preventive Medicine (November-December 2024)
3. Taking Charge of your Health (January-February 2025)
4. Summer Safety Guide (March-April 2025)
5. Thyroid Disease (May-June 2025)

3. **Summary of Progress:** The Surgeon General Office is to increase awareness and engagement throughout the year, with the hope that companions and their families will have a better understanding of how much their daily choices/decisions have an impact on their long-term health. Companions should feel more confident and comfortable discussing health matters with their practitioners.

4. **Recommendations for Future Articles:**

1. Seasonal Prevention (flu prevention, stress management, and heart health management)
2. Host Health Seminars with Guest Speakers (i.e. Nutritionist, Physical/Sport Therapy, Behavioral/Occupational Therapy, Financial Coach, and Health Coach)
3. Peer Support and a Safety Checklist

5. **Closing Remarks:**

1. I hope the information shared throughout the 2024-2025 year has been helpful in enhancing your understanding of health and overall wellness and encourages long-term habits that support a healthy and fulfilling life. By taking care of ourselves, we also increase our ability to help and take care of others and enjoy more quality time with our loved ones and communities.
2. Have a safe and healthy Summer. I am looking forward to seeing you all in the Fall.

FOR THE GOOD OF THE ORDER

Captain Dan L. Cameron, USA (Fmr)
Surgeon General MOWW

CHAPLAIN GENERAL | ANNUAL REPORT

1. Strategic Goal One (SG-1): Community Outreach

Accomplishment: I successfully provided spiritual and motivational newsletters, including quarterly Chaplain newsletters for the Officer Review Magazine and the quarterly MOWW National Bulletin Newsletter. These publications directly addressed the spiritual needs of our Companions and effectively promoted the MOWW's mission while advancing Strategic Goals 1, 3, and 4. I also played a critical role in supporting the MOWW Youth Civics Education Summit by managing airport pick-ups and drop-offs and attending key events. I sought the opportunity to join the Wreath Across America Chaplain's Podcast and discuss my military career. Additionally, I discussed my position as the MOWW National Chaplain to represent the Order. the –

2. Strategic Goal Three (SG-3): Increase Visibility of the Order

Accomplishment: In alignment with SG-1, I organized a highly impactful prayer breakfast for the 2025 convention. However, the plan was postponed. I proposed inviting a prominent community leader as the keynote speaker to attract local non-Christians and Companions in the San Antonio, TX area for 2026, significantly enhancing our visibility. I served as a recruiter for the MOWW at the 2024 AUSA recruiting table.

3. Strategic Goal Six (SG-6): Strengthen Existing Chapters

Accomplishment: I have effectively increased MOWW membership by three Army Officers. Beyond my chapter, I took the initiative to author monthly Chaplain newsletters for two additional MOWW chapters and developed a comprehensive Chaplain Chapter Standard Operating Procedure (SOP) to ensure unified support for the MOWW and our chapter's mission. Additionally, I proactively reached out to send sympathy and get-well cards to Companions outside my chapter upon learning of their illness or passing. I represented the Northern Virginia Chapter at three National Capitol Region events: Wreaths Across America, Women's Memorial Event, and an Army Museum 5 K. --

4. Personal Strategic Goal: Strengthen Existing Chapters

Accomplishment: I am committed to enhancing my biblical knowledge, as evidenced by my ongoing enrollment in two college-level Bible classes this year. These foundational courses delve into essential doctrines regarding scripture, God, Christ, the Holy Spirit, and angels, equipping me to serve our mission better. Additionally, I served on the MOWW National Convention and Seminars Committee for 2025.

FOR THE GOOD OF THE ORDER

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

HISTORIAN GENERAL | ANNUAL REPORT



1. General Overview:

Significant progress has been made in establishing communication links with various organizations, institutions and entities identified as current repositories of historical data and records relevant to the establishment and continuation of the MOWW. These include United States Presidential Libraries, Medal of Honor Museums, the Hoover Institution Library and Archives, the Society of American Archivists and Wikipedia, among others. The focus of the Historian General has been on identifying, acquiring and preserving records of the individual military service of MOWW Companions. Utilizing their unique and remarkable stories has been a positive strategy for developing community outreach programs of interest to prospective MOWW members and the public. PowerPoint presentations on the MOWW history and mission have been made available to all MOWW Chapters for local use as well as on the MOWW website.

2. 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 2024 – 2025 Operating Year the Historian General has:

- Authored the PowerPoint presentation “The MOWW – Who we are and what we do” available on the MOWW National website.
- Authored the PowerPoint presentation “The History of the MOWW” available on the MOWW National website.
- Contacted the curators of the Hoover Institution and Library to discuss the status of the MOWW historical material housed there. The MOWW material is now stored in a warehouse facility maintained by the Hoover Institution in Livermore, Alameda County, California. **It should be noted that the Hoover Institution no longer accepts historical material from the MOWW.**
- Continued to research plans to digitize the MOWW records stored at the Hoover Institution. Becoming a member of 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.
- Recontacted 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.
- The MOWW Presidential Recognition Project, designed to honor United States Presidents who have been named MOWW Honorary CINCs, envisions the presentation of a plaque in their Presidential Libraries. Recontacted 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 General of the Army Douglas MacArthur as the third CINC of the MOWW.
- Authored four articles in the "Officer Review."
- Researched founding MOWW chapters for MOWW HQ.
- With MOWW Headquarters began "Purple Heart Day" recognition at the MOWW National Convention. Researched and prepared the ceremonial text for the Purple Heart Day recognition at the national convention.
- Attended the 2024 National Convention and provided MOWW historical issues updates.

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 Committee

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

3. 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 now a part of the MOWW national website. The Historian General 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.

Complete the 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, especially the Harry S. Truman Presidential Library & Museum in Independence, Missouri.

The Historian General is an active member of the MOWW National Youth Civics Summit Committee. The NYCS is a flagship community outreach program of the MOWW.

4. Conclusions.

The Order must continue and expand the use of its long, rich and effective history to gain the attention of prospective members and citizens of the United States. The Order's service goes back over 106 years. Its membership includes United States Presidents, national and state leaders, and outstanding military commanders since the First World War.

With the 2024 amendment to the membership criterion, today's active serving and retired military leaders want to invest their time with a "winning" veterans' organization. The 106-year history proves that the MOWW 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 to our individual communities.

We must 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!

5. Recommendations.

- 1) Recruit a working Deputy Historian General to assist with the ongoing MOWW historical projects. 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.
- 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.

FOR THE GOOD OF THE ORDER

HPM Charles W Bennett
Historian General, MOWW

COMMANDER, REGION I | ANNUAL REPORT

MOWW REGION I: Has a chapter in every state consisting of seven Chapters & one cadre - 1 large chapter- Greater Boston; 6 small chapters (two in Massachusetts, one each in Maine, New Hampshire, Rhode Island, and Vermont; and a Connecticut Cadre).

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

1. MOWW REGION I - OVERVIEW:

- A. Chapters: Many of the Region I Chapters are founding chapters of the Order, with three chapters serving the Order for over 100 years (The Greater Boston (MA) Chapter, the MG Joshua Chamberlain (ME) Chapter, and the Worcester (MA) Chapter). Region I now has a MOWW Chapter serving every state of the Region, with the authorization of a Connecticut Chapter Cadre in May 2025 with 9 living members. Although each Region I Chapter currently has strong leadership, leadership succession in several of the small chapters is an immediate concern. With the establishment of the Connecticut Chapter, Region I will be able to meet their youth leadership recognition requirements. Region I has maintained its living membership strength for the past few years, with one chapter not recruited. Six chapters hold meetings, many with guest speakers. The Greater Boston Chapter, the only large chapter in the Region, and has consistently extended a hand in supporting the other Region I Chapters. Granite State Chapter (NH) has been very innovative by conducting virtual hybrid meetings with outside speakers, a realistic method to help small chapters to gather fellow companions into a meeting format. Communication and coordination among the key companions of all chapters in the Region is maintained through regular scheduled bi-monthly virtual “Commander Call” meetings. Opening MOWW Membership to senior enlisted veterans, in addition to utilizing “Patriot Membership”, has provided a significant increase in chapter vitalization, comradery, and recruiting for Region I Chapters. Region I veteran percentage continues as the highest in the Order at 86 %, with all chapters indicating a greater than 75% veteran membership. The reduction in Perpetual Membership Distribution the past years have identified the need for each chapter to find additional methods to fund its activities.
- B. Leadership: Although each of the seven chapters of Region I have shown improvement, the issue of leadership sustainability continues as an increasing concern. Continuing in having each chapter focus on “doing one thing well” has reinforced positive activities and minimizes the negative mind set of not being able to meet all MOWW National Standards. better suited for large chapters. However, each chapter’s issues of recruiting, holding meetings, companion involvement, and conducting worthwhile activities is continually emphasized. Each of the Region I Chapter Commanders has exhibited strong leadership and continue to develop a strong cohesive bond in working within chapter and Region. Regular bi-monthly contact and communication with the chapter commanders and staff by means of one physical meetings during the year, and five virtual meetings via Zoom, continues to increase cohesion and communication among the chapters.

Three-chapter commanders (Worcester, MA, Narraganset Bay, RI, & Chamberlain, ME) with long tenure are currently have physical activity limitations that need to be directly supported or replaced as soon as practicable. The Worcester (MA), & General Joshua Chamberlin (ME) chapters continue an active, on-going face-to-face meeting programs. The Maine and Rhode Island commanders have finally identified a potential replacement, but the Worcester Commander has not. Time will tell. The Greater Boston Chapter have recruited a new commander and will continue to extend active support to the other small chapters of the region. The Granite State Chapter, a small chapter, under the leadership of its commander, LTC James Marques, has maintained an active innovative program in holding hybrid meetings with outside speakers and expanding the involvement of others, including recruiting a companion in another region. However, this chapter remains at risk, for low chapter recruiting and membership. Although the Green Mountain (VT) chapter maintains an active program and activities, the advance age of its commander is a concern. The Cape Cod (MA) Chapter have demonstrated improvement through increased activity, meetings, and planned activities with outside organizations. The Narraganset Bay (RI) Chapter has been a chapter “At Risk” for some time, due an immediate need for the commander replacement, low recruiting, and chapter inactivity, but continues to meet its youth leadership requirements, and continues to identify potential new leadership. A recently identified potential successor should turn the chapter around.

- C. Communication: The MOWW Region I Website continues to be upgraded and be integrated with the National MOWW Website. As the average age of Region I Companions is over 70, most of the chapters in region I are weak in social media and are weak in sufficiently publicizing their activities, like press releases.

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

- I. The Greater Boston Chapter (MA) - LC (EE): Meets MOWW Strategic Goals. Commander, COL Raoul H. Alcalá, for five 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. A replacement Commander, COL Jeff Keane has been identified for the 2025-2026 term. 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. Active ROTC/JROTC participation and increased MOWW Patriot participation has increased chapter meeting attendance. Increased involvement with ROTC & JROTC officer and enlisted staffs has increased chapter recruiting. The Greater Boston Chapter scouting award program actively supports Eagle and Gold Awards Scouts, 100% of all Gold Awards recipients and most Eagle scouts in the Mayflower & Spirit of Adventure Councils. The Greater Boston Chapter publishes a detailed and

comprehensive monthly newsletter eleven times a year and publishes activities of other Region I chapter information. The Greater Boston Chapter continues to offer and extend support to other chapters in the region. Greater Boston Chapter needs to supplement its finances, as the current scope of its activities cannot be supported by the projected MOWW Perpetual Dividend distributions. A limited fund-raising campaign was conducted this year, and this will likely have to be repeated in the future.

- II. 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, conducting live meetings with speakers and strong attendance, and continually improves with a limited staff. It meets MOWW 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. Member communication is conducted through e-mails and regular communication. As LTC Anderson's current health issues and long tenure suggest the need for a new chapter commander to relieve him of the burden of leadership. There is also a future need to supplement MOWW Perpetual dividends because this Chapter also has commitments that cannot be supported by projected dividends and current sources.
- III. 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, but to date have produced disappointing results. 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 future need to supplement MOWW Perpetual Dividend to support the revived programs of this chapter.
- IV. 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 continued Wreaths Across America initiative. At short notice, the Maine Chapter was able to provide A Massing of Colors at Wreaths Across America in July 2024. In consideration of the Chapter Commander's ninth year of tenure, physical limitations, and no companion identified to assume chapter leadership, future chapter sustainment is an increasing concern. 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 future need to supplement chapter finances due to a MOWW Perpetual Dividend shortfalls.

- V. 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 leadership succession is concern due to advanced age. Chapter meetings are now being held, and recruiting and member participation have increased. Youth leadership recognition activities have been maintained. One of the 2024 MOWW National Youth Civic Summit students was directly recruited by the Green Mountain Chapter. The Norwich University / Region I Youth Leadership Program, directly supported by the Green Mountain Chapter, that processed over 1,000 student the past 13 years is currently under review. As a result, a Vermont JROTC YLC is being considered this year. Future chapter leadership needs to be developed from the strong past Norwich YLC relationship. There is a future need to supplement chapter finances due to a MOWW Perpetual Dividend shortfall.
- VI. Granite State Chapter, (NH) – **SC (BE)**: Needs to improve MOWW Strategic Goals (M), (F) & (S). The New Hampshire Chapter’s commander, LTC James Marques, has not recruited any new companions, and chapter living membership is down to 10 companions, the MOWW minimum standard. LTC Marques is committed to the order and recruiting for other chapters, through his outside activities. he needs to prioritize chapter recruiting. This MOWW Chapter is a MOWW “At-Risk” chapter and needs to improve recruiting. LTC Marques is taking full advantage of a virtual/hybrid meeting format for bringing in outside virtual speakers, utilizing 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. However, the primary focus must be recruiting 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 future need to supplement chapter finances due to a MOWW Perpetual Dividend shortfall.
- VII. Narragansett Bay Chapter, (RI) – **SC (BE)**: Needs to improve MOWW Strategic Goals (A); (C); (M); (F); (S); *The Narragansett Bay (Rhode Island) chapter’s commander, Col Leo Fox, has demonstrated strong leadership, and 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. Hopefully a newly recruited companion will meet the immediate needs. 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.*
- VIII. Connecticut Cadre: A MOWW Connecticut Cadre was approved by the MOWW EXCOM on 8 May 2025. There has been a strong need for MOWW presence in the State of Connecticut. Over fifteen years ago, there were two MOWW Connecticut Chapters in Region I (Bridgeport & New

Haven). Upon their closure, living MOWW Membership, residing in Connecticut, and deceased perpetual memberships were distributed to other chapters throughout the order and MOWW Headquarters BG Bultman Chapter. Although Region I has been able to hold some of the former Connecticut chapters funds in escrow, the new Connecticut Chapter Cadre will need additional funding to get started. Hopefully MOWW will be able to provide financial and physical support that it has extended another new chapter cadre. The 3 ROTC, 12 JROTC, and countless scouting organizations in Connecticut will now be being properly supported. We expect a vibrant future chapter in Connecticut with identified strong leadership and a core of younger companions, many under the age of 60. We expect chapter strength will improve, currently at nine companions, chapter activities will support a future Chapter Charter status. We wish to thank the MOWW Connecticut adjoining chapter in Rhode Island, New York, and Worcester Chapters for their continued MOWW direct youth leadership support the past many years. Region I has agreed to provide chapter oversight and involvement in the award of the two MOWW Satterlee Awards at the US Coast Guard Academy, New London, CT.

3. MOWW REGION I – SUMMARY

- A. Region I has not met its MOWW sustainment membership level this year! The primary chapter focus in Region I has been on recruiting senior NCO's and involving MOWW Patriots. Membership should improve with this focus. The primary small chapter survivability issues facing Region I is leadership succession and membership sustainment. As advancing age of active companions is an increasing concern, the future sustainability of its chapters is an increasing concern. Although there has been significant improvement in identifying key chapter replacements, several chapters remain "At Risk". The MOWW Strategic Goals are regularly emphasized and noted in MOWW Region communications. Although the primary focus has been on chapter activities and resulting comradery, there is a lack of companion recognition.
- B. Chapters and Companion Communication in Region I has continued remain effective. Regular communication through Region I bi-monthly virtual meetings via Zoom, has ensured a timely close cooperation and an issue resolution process. The virtual meetings "Commander's Call" via Zoom are now an integral part of Region I chapter communication and support. The Region has been able to utilize the 173rd Airborne Association Zoom account and if economically viable and able to be appropriately supported, Region, I plans to procure a Zoom Contract instead on relying on other organizations ZOOM accounts Chapter availability of utilizing Zoom is limited, as internet availability in northern New England in Vermont, New Hampshire, and Maine is restricted. The small chapters are using virtual communication for regular communication and staff meetings, whenever possible. With respect to the six MOWW Strategic Goals, it is extremely difficult for small chapters to meet the same standards set for larger chapters. Region I will continue to emphasize being positive on each chapter in "doing-one-thing-well."

4. MOWW REGION I – CONCLUSIONS

- A. As Region I Commander. Region I Chapters have made significant improvements in all areas the past five 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 in Rhode Island and New Hampshire.
- D. Sustainment - Recruiting must improve to maintain membership sustainment.
- E. Leadership succession – Three-chapter commanders will need immediate replacement or direct assistant due to personal, medical, and age issues.
- F. Communication – Chapter communication and cooperation remains strong through a regular region face-to-face meeting, five virtual meetings, and utilizing the Boston’s Chapter’ monthly newsletter.

5. **MOWW REGION I – RECOMMENDATIONS**

- A. 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 providing guidance on Patriot Membership tracking, ID card, Name badge, etc. Region I will actively continue to support implementing this.
- B. MOWW Membership – The MOWW is at risk due to annual decline in its membership. Only a few companions, mostly the same individuals, are involved in MOWW recruiting. Expanding MOWW Membership to all veterans will help, but unless more members actively recruit, little will change! What can we do to encourage active recruiting, as it is currently undertaken by too few. The change to allow enlisted membership has improved chapter activity and has helped to recruit active younger companions.
- C. Chapter Funding – The significant reduction of the Perpetual Dividend the past few years, requires each chapter to address additional funding. Funding effort and results the past year have been disappointing. Each chapter will have to revise the sources 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

1. Overview:

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 15 new Companions. Ft. Knox has recruited 3. Detroit, 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 plus this year adding 5 JRPTC medals.
- 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 continues to oversee 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 continues to participate in and almost totally run the program during the Vine Grove, KY Veterans Day parade.

C. 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.

D. 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.
- Region team completed 13/23 goals in the Region Action Plan.

3. Challenges

a. Health

- Key leaders passed away and others have major health issues. New commanders needed for Detroit and Louisville for these reasons. Detroit will have a new Commander in June. Looks promising.

b. Succession

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

c. Region Commander Visits

- I attended all the Fort Knox, Louisville and MG Butler meetings, and none for Chicago and Detroit. (20 of 28 available meetings)

d. Fundraising

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

e. Strategic Plan

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

f. Recruiting

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

4. 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.** Two chapters (Chicago and Ft. Knox) have formally allied with strategic partners. The other three chapters are still in the informal stage.
- **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 yearly meeting requirements. Several chapters have increased outreach. Ft. Knox has awarded some of its Companions. Succession Planning is inadequate throughout the Region.

5. 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.

6. 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

1. Overview: Region III occupies four states; Delaware, New Jersey, New York and Pennsylvania with five MOWW Chapters, Delaware, LTC Alfred Shehab in NJ, COL Theodore Roosevelt in NY , plus the GEN Matthew Ridgeway, and the Philadelphia chapter in Pa. Region Officers include VCINC for Region III , COL (ret) Joseph Kirlin; Region III Commander- LTC (ret) Paul Farinella, Region III Vice Commander-COL(ret) Robert Reese, General Staff Officer-LTC (ret) Carl Witte, Pennsylvania Department Commander- LTC Mary F. Louderback, DE Department Commander- HPM Kevin Noonan, This year the region has continued to focus on the MOWW Strategic goals put forward in 2022. There has been a change of VCINC, and Region Cdr in Region III.
2. Chapter Summary:
 - a. GEN MATTHEW B. Ridgeway Chapter, Pittsburgh. COL (Ret) Geoge Ehringer continues as Chapter Commander with COL(Ret) Bob Reese, as the chapter Sr. Vice Commander. COL Reese is also the Region III webmaster, editor of the Ridgeway Chapter newsletter and manager of all chapter operation and activities. He has published 6 newsletters this OY, awarded a national citation to a deserving companion, and issued 7 certificates of appreciation to deserving individuals. The Gen Ridgeway has published two articles and one Chapter in action article for the Officer Review magazine and recognized two WWII veterans on their 100th birthday, Gen Ridgeway, one of the oldest chapters in the order with a new name, supported 5 new Eagles at their ECOH, entered the Veteran's day poster contest, has been active in outreach sending 9 cadets to the Freedom Foundation YLC. Moreover, at a Wreaths Across America ceremony, the chapter provided an MC and keynote speaker. Finally, as for the past 22 years, the General Ridgeway chapter sent 154 issues of the chapter's bulletins in 6 bound volumes to the National MOWW Archives at the Hoover Institute through the MOWW historian General.
 - b. DELAWARE Chapter: LTC (ret) Carlton Witte continues as the DE Chapter Commander. The chapter has achieved 100% of its OY required gain of companions and has distributed three chapter newsletters. Chapter Companions, some who are also involved with the Delaware Military Museum where they meet, are actively involved with many support programs such as Wreaths across America, POW.MIA, and have participated with Welcome Home Day, Memorial Day activities, and Our Community Salutes. LTC Witte stresses and teaches student education programs that inform our young adults about the service and sacrifices of Veterans, significance and respect of the American flag; and has developed Student CDs on Leadership and Patriotism. 11 ROTC/JROTC medals were presented to deserving cadets. The DE chapter is actively involved with America 250th initiatives over the next 12 months.
 - c. LTC Alfred Shehab Chapter, New Jersey: LTC (Ret) William Rapp is the Commander of the Alfred Shehab Chapter with LTC (Ret) Miles Gilmore as his Sr Vice Commander. The chapter has reached a 200% OY recruiting goal and will continue to grow, they continue to have a very active JROTC/ROTC/ Scouting America Eagle and GSA Gold awards program throughout the State of NJ. They have had five chapter zoom meetings because of the location of their companions throughout the State. Their five chapter newsletters are somewhat unique as LTC Rapp adds many articles on Veteran's Affairs, Homeland Security, Law and Order, Health and human services. Two chapter members are currently supporting a local city's project to erect flags that will be flown from memorial to Veteran's Day. Other companions are working on a project to

house homeless veterans. Together with other veteran groups, his chapter companions are restoring a working relationship that in the long run will better the veteran community. LTC Rapp continues to also be the Adjutant of the MOWW Hann-Buswell Memorial Chapter and organizes their annual meeting and banquet dinner at our NATCON.

- d. Philadelphia Chapter: The Philadelphia chapter, one of the oldest in the order, is commanded by COL (ret) Joseph Kirlin, also VCINC for Regions I, III, and V with LTC (ret) Sue Kirlin as his Secretary and Treasurer. For OY 2024-25. The chapter continues to execute both local and national strategic goals with many new initiatives moving forward. In August 2024, the chapter hosted the very successful and raved about 2024 National Convention at Valley Forge, PA. In addition, The Chapter EXCEEDED its Youth Leadership Goals. It sponsored a Youth Leadership Conference (YLC) at the Freedoms Foundation with an enrollment of 85 students which included 66 JROTC students and provided 29 Tuition Scholarships. Three Youth Leadership Seminars (YLS) were held in the Greater Delaware Valley with an enrollment of 86 students and, an additional regional YLS in partnership with the Roosevelt chapter and an enrollment of 24 students was held at the Niagara University AROTC classrooms western NYS.

The Philadelphia Chapter supported 65 JROTC units stateside and 18 more in Europe, and 35 ROTC units and subunits for Patriotic Education and presentation of the Award of merit medals. The chapter also provided 7 scholarships to MS IV ROTC cadets. In their Scouting outreach program, MOWW recognition certificates were issued to 9 Eagle Scouts and 51 Gold award Girl Scouts. The Chapter exceeded its veteran Outreach and Community Action Programs as it collaborated with 15 different organizations to include, AUSA, Main Line Vets, Delaware County Vets, Sneakers for Soldiers, Wreaths Across America and the Chape l of Four Chaplains.

Finally, the Chapter held the initial MOWW America 250th event celebrating the 250th Army Birthday on 13-15 June 2025 in Philadelphia, PA. The Chapter co-hosted and sponsored the re-commissioning of George Washington at Independence Hall during this event. As usual, the Philadelphia chapter CONTINUES to make RECRUITING a top priority, EXCEEDING its strategic Goal this year by 160%

- e. COL Theodore Roosevelt Chapter of New York: Chartered in 2009 after the disbanding of the NYC MOWW chapter in 1998, The COL Roosevelt chapter, located on Long Island is commanded by LTC (Ret) Paul Farinella; also, the Region III Commander since Dec 2024 with; Capt Michael Golden, USMC (Fmr) as his Sr Vice Cdr. Both LTC Farinella and Capt Golden have focused on SG-4 to increase chapter membership this OY and to date the chapter is at 450% of its OY recruiting goal with 9 new Companions now on board; three of which are Senior NCOs. Because a chapter companion is on the local County Scouting Council, the chapter is notified of upcoming ECOH and thus far has presented this OY in its outreach program, 80 Eagle scouting packets at their ECOH and 48 GSA Gold award certificates of Recognition. Each packet includes a chapter certificate of recognition, a chapter created Scouting America Patch, and two letters of congratulations, one from the MOWW CINC and one from the Region Cdr. With the many services JROTC/ROTC units on Long Island, the chapter has presented over 27 Award of Merit medals to deserving JROTC and ROTC cadets. This Year, LTC Farinella created and presented a new 2LT certificate of recognition for newly commissioned at 2LTs commissioning ceremonies at over 5 NYS ROTC offering universities; to recognize the achievement as a newly commissioned officer. Up to now, no recognition of newly commissioned Officers by MOWW has taken place. We expect the number of new 2 LT certificates of recognition presentations to increase across NYS as more

ROTC offering Universities request them. Moreover, with increased companion membership in the Albany area, a new MOWW Cadre is anticipated being formed before the Fall 2025, to be commanded by the current Sr Vice Commander, Capt Mike Golden, USMC (Fmr). Furthermore, As Interest in MOWW increases with YLS in the western part of the State, we are hoping another Cadre can be formed in the Buffalo, NY area while, the Roosevelt Chapter increases their involvement with NYC, ROTC/JROTC units and outreach activities. LTC (Ret) Farinella has created a partnership with Wreaths across America and AUSA. Activities involving both groups will continue. Finally, The Roosevelt chapter supports the LI Group and NYC Group of the CAP. We are still hoping to create an MOU with CAP National Headquarters with the hope that all chapters in the USA can work with the CAP squadrons in their locale.

FOR THE GOOD OF THE ORDER

LTC Paul Farinella, USA, (Ret)
Commander, Region III

COMMANDER, REGION IV | ANNUAL REPORT

MOWW Region IV Structure: the region consists of two (2) Departments Districts: northern and southern, and eight (8) Chapters which include: the District of Columbia, Virginia, Maryland, and West Virginia.

MOWW Region IV Staff: The operating staff during OY 2024 – 2025 year included: Commander, MAJ (RET) Clement I. Goodwine Jr, USA ; Sr. Vice CDR: Vacant, Treasurer LCDR Paul B. Webb, USN; Veteran Service Officer, LCDR (RET) Joel D. Kramar, USN , Department CDR Southern District: CAPT (RET) Daniel G Seabolt, USAF, and Supervisory Oversight VCINC CAPT (RET) Edward W. Gantt, USN.

The State of the Region:

On June 9, 2024, succession in Region IV leadership took place between BG (RET) Art Morrill (outgoing commander) and MAJ (RET) Clement I. Goodwine Jr., (in coming commander). The election process was followed in keeping with established policy and procedures of the Order. The change in command was conducted at the Army Museum location on Fort Belvoir Virginia and during the Region IV Spring Conference 2024. The ceremony was held in the Veteran Hall wing of the facility. The conference planning and execution was exceptional and hosted by the Northern Virginia (NOVA) Chapter. Conference attendance was above average compared to past conference participation. As the incoming commander an immediate focus was highlighted in remarks to the conference group to work toward meeting the goals and objectives of the newly mandated MOWW Strategic Plan 2023 – 2028, which was published during the 2024 National Convention under the leadership of now Past Commander-in-Chief BG (RET) Victor Perez.

Additionally, emphasis was placed upon taking every effort to reinstate, revive, and relaunch, both the Richmond and the General Leigh Wade Chapters to an active status within the Order. If time permitted, and priorities of operating Region IV initiatives allowed the command intent to open at least two new chapters within the Order was hopeful. This initiative, although “bold” was considered to expand the Order’s reach of support to our youth programs in colleges and high schools within the northern and southern districts of the Region IV areas to include northern Virginia and the southern area of Prince Georges County.

After a brief time in service and leadership, additional priorities were aligned during our November 2024 Fall Conference, and they based upon new Commander-in-Chief, LTC (RET) David J. Worley, USAF, published intent and priorities for Operating Year 2024- 2025. During the conference chapter commanders were briefed on the CINC’s Intent and Priorities Memorandum posted on the national website, and they were encouraged to share this information with companions at their regularly scheduled chapter meeting.

The region is honored and humbled to have received recognition at the 2024 National Convention for support to the annual CINC Solicitation effort, and although to date the Order has reached 50% of its 2025 goal, Region IV companions have proudly, once again, supported this national initiative well achieving a 112% contribution rate. The region’s participation in the 2025 Order’s Annual Satisfaction Survey shows a leading placement in the overall responses received compared to other regions. In the coming year we expect to have a much higher participation rate and far better assessment of companion views of how the Order is supporting and addressing their concerns.

Summary of Chapter Actions:

Washington D.C.:

MAJ Gen Leigh Wade (020): Department of the National Capital Area- Activities of the Major General Leigh Wade chapter have been limited. At the start of the new operating year OY 2024 – 2025 the Chapter both the Adjutant and Treasurer resigned after servicing faithfully and honorably for the year’s period, upon which was assured in an agreement with the former Region IV Commander. Their service was set in hope to restore the unit to an active status. Efforts of the Region Commander persisted to aid the unit Commander with recruiting, and sustaining operational functions of the unit, however, a demanding professional work, travel, and citizen soldier schedule plagued the unit commander’s time, which affected his ability to continue serving, and ultimately resulted in his resignation, as well. Several months of collective recruitment efforts fell short and a series strategic, discussions and meetings with the former commander, VCINC CAPT (RET) Edward W. Gantt, USN and I, led to a temporary solution for VICINC Gantt to assume command of the chapter until a replacement can be positioned after the assembly and meeting of the MOWW 2025 National Convention. At this time an interim support staff has been established to serve with the interim commander, and they are fulfilling the roles of Adjutant and Treasurer. National Headquarters unit performance data for the chapter during the operating year holds the unit in good standing, but on a gradual decline.

Maryland:

MAJ Gen George G. Meade (026): Department of the National Capital Area- This chapter national performance data looks good! The unit continues to obtain excellent performance results in most critical reporting and data tracking areas to include: recruiting, veteran status, IRS reporting, chapter meetings, and monthly newsletter publications. This unit has exceeded its recruiting goal by obtaining a 100% rating. They hold a competing 76.4% veteran membership status, and consistently hold monthly chapter meeting for the benefit of a large and active companion membership. The Meade chapter newsletter publication remains a rival among other region media communication. It is also a very much expected source of information for unit companions seeking to participate where they can in planned activities and organized community events. Reports to the Order are timely (IRS, CAR, etc.) and shared support (with other region units) to the National Headquarters missions tasks reiterate the phrase “teamwork makes the dream work.”

The Meade chapter leadership have done well in refining and applying practical applications to well established unit activities. The unit’s planning, coordination and execution of their Massing of Colors program is a crowd favorite and a highly anticipated annual community event. The unit commander COL (RET) Kenneth O. McCreedy, USA and his staff Vice CDR COL (RET) Mark L. Ridosh, USA, Adjutant Maj James H. Shiffrin, USAF, and Treasurer LCDR (RET) Robert F. Hartman III, USN continue in remarkable performance and selfless service to ensure the unit maintains full operations and meet national expectations of the Order.

Prince George’s County (163): T Department of the National Capital Area- his unit continues to show promise and remains a mainstay organization in both Prince George’s and Montgomery Counties. Those serving in the unit’s leadership as Sr. Vice CDR COL (RET) Michael E. Robinson, Sr., USA, and Adjutant, CDR LaToya A. Bonner, USPHS) are still transitioning into their roles as they learn to perform duties and responsibilities of the Order, and as they continue to balance their personal life, professional work duties, with critical tasks and obligations of volunteerism with MOWW. The unit commander also served as the Region IV Commander in the past year (MAJ (RET) Clement I. Goodwine, Jr., USA) continuing every effort to provide service to a beloved supporting unit of the Order and among the youth supported programs in colleges and high schools within the counties supported. This unit continues in numerous outreach efforts to establish community partners and business leaders collaborations or “table talk”.

CPT (Fmr) Dan L. Cameron, Jr., USA (Fmr) was elected at the 2024 National Convention to serve as the Surgeon General for the Order, yet he continued to serve the chapter as the unit Treasurer, and Co-chair of the unit's Youth Leadership Conference (YLC) team upon, which 12 students (six each) were supported by unit to attend the two conferences sponsored by the region units again this year, which were held at the 4H Outdoor Recreation Center in Williamsburg Virginia.

Companions who were formally active and rising in leadership, experienced life altering circumstances and conditions, which deterred their immediate active participation, but not their "Spirit" to continue to serve. The unit continues to progress in meeting established goals of the order by achieving 50% of its recruiting goal, sustaining a 76.4% of its veteran status membership effort, and continuing to hold quarterly on-site chapter meetings which have an impactful effect upon participating companions, invited guests and key community partners. The unit strives to build up its social media presence but continues to keep companions informed through numerous emails and "text on demand" announcements, since the unit Newsletter remains a work in progress. National Headquarters reports are timely and support from the unit to also provide shared support (with other region units) works well since we are centrally located and that two national officers are members of the unit.

Virginia:

Northern Virginia (029): Department of the National Capital Area- A powerhouse unit, under able and highly skilled leadership! The Commander, COL (RET) Vicente C. Ogilvie, USA, has positioned himself to serve as a "billboard" for the unit and the Order! His motivational leadership style is contagious and has affected his staff Sr. Vice CDR LTC (RET) Edmund F. Feige, USA, Adjutant Mrs. Roberta L. Yourtee, and Treasurer, CWO5 (RET) Phyllis J. Wilson, USA. This unit is the undisputed leader of the region in achieving a 250% recruiting effort, sustaining a 89.5% veteran membership status, continuing to hold monthly chapter meeting, as well as, publishing regular newsletters keeping unit companions well informed of upcoming events within the unit and the community at large. Reports to the Order remain timely (IRS, CAR, etc.) and shared support to the National Headquarters missions' tasks is noteworthy. This unit not only extended its resources to support both Youth Leadership Conferences (YLCs), sponsored in the region by the Hampton Roads and Meade Chapters respectively, but also provided staff chaperon and activities support in the planning, coordination, and execution of the conferences.

Hampton Roads (027): Department of Southern Virginia- Commander CAPT (RET) Daniel G Seabolt, USAF, Sr. Vice CDR Maj (RET) Earl Johnson, USAF, Adjutant & Treasurer COL (RET) William E. Townsley, USAF, and the unit's YLC Director, Rachael Townsley have once again done a magnificent job in the management and implementation of the American Independence Youth Leadership Conference (AIYLC) this year. This conference bears one name yet holds two annual sessions per year. The conference trained approximately 100 students this year and making a difference in the lives of youth who will reflect our nation's historical legacies of patriotism, free enterprise, and law and order/national security. From these conferences two students were selected to take part in the National Youth Civic Summit (NYCS) this summer.

The unit sponsors annually a JROTC Drill competition held at a local community College in the Hampton Roads area. This year 9 high school programs participated and the price of admission for each student is non-perishable canned goods. The collection of canned goods was redistributed into a feeding program, which provided meals for over 860 needy families. Additionally, the organizers of the event invited numerous vendors, who interacted with students concerning college preparation, scholarship funding and personal safety measures once enrolled and attending college on campus. The chapter has partnered with Paramount Counseling Agency supporting community initiatives to during holiday season (thanksgiving

and Christmas) to provide food baskets to families in hardship. The Hampton Roads scouting program is a masterful pillar of the unit's outreach youth recognition for Boys and Girls scouting, as they develop into responsible leaders for the next generation of our nation. Eagle Scout badges and certificates are awarded annually, which sets these students apart with enhanced survival and practical life skills. This unit shares an achieved 50% recruiting goal status with other units in the region, indicating the strength of its ongoing recruiting program. It maintains a 69.2% veteran membership percentage which contributes significantly to the Order's overall stability in military memberships. The Commander and staff are prompt in meeting deadlines and timelines and are very knowledgeable policies and procedures of the Order. Commander, LTC (RET) Seabolt influence planning contributions on the York County historical committee is noteworthy as the committee prepares for the annual 4th of July parade it is also connecting and collaborating to honor of our nation's 250th Birthday.

Richmond (031): Department of Southern Virginia- The former Region IV Commander, took action to suspend the Richmond Chapter operations, due to a lack of responsive leadership and non-compliance. Each chapter companion received a formal letter to consider the continuance or closure of the unit, a decision option was included to offer someone to the ability to step into a leadership role of the chapter, as well. Unfortunately, the response from 30 plus members was unified to close the chapter. The first order of business for the incoming Region IV was to reverse the chapter's suspension, recruit four (4) new members for the unit, and to reassure the companions of the Richmond area that they are still a vital part of the chapter and the Order. Continuous email outreach communication was sent to companions, especially on holidays, within the year to keep a connection with members. The Region Commander, the VICE CINC CAPT (RET) Gantt, and a member of the PGC Chapter COL (RET) Michelle Cooper, traveled to Richmond and held three meetings with companions to reestablish the chapter. Participants in the meeting were CW4 (RET) Dawn Macater, LTC (RET) Owen Waltman, and LTC (RET) William Nabors. Although the unit at the beginning of the operating year appears to be on the fringe of disbandment, a recent membership as of April 2025, breaths' new life back into the unit. The allowance of Senior Noncommissioned Officers to join MOWW has become the catalyst to restore balance to the unit. Therefore, we welcome SFC Andrew D. Hundal and COL (RET) Michelle Cooper to the Richmond Chapter.

Roanoke (032): Department of Southern Virginia – Roanoke is a unit doing exceptional well with a staff that is bonded like super glue! Commander LTC (RET) David R. King, USA, Adjutant & Treasurer HPM David C. Caldwell and two newly appointed and serving companions demonstrate how a small team, “can do much, with little.” As the unit continues to train and coach new companions and to build a more lethal team, they also continue to meet support efforts through collaborative partnerships with other Veteran Service Organizations (VSOs). This unit exceeded current year recruiting goals and charts a 200% rating. They continue to support the Veteran Membership Percentage and presently hold a 75.8% rating. The unit is on time and on point with reports and suspense data updates and is expected to excel in the coming year.

Virginia Piedmont (030): Department of Southern Virginia- Another strong and stable unit within of the Department of Southern Virginia of Region IV! This unit operates with a fully functional staff, which serves the unit, companions, and the broad community of Lynchburg VA. The actions and leadership initiatives of this chapter are a model for duplication throughout the region and the Order. Commander COL (RET) Charles B Faulconer, USA, Sr. Vice CDR LCDR (RET) Jeffrey Lane, USN Adjutant MAJ (RET) Elizabeth A. Jarrett, USA, and Treasurer, Mr Patrick J. Richitt, mirror “the unity of a team” and their work ethic is reflective in the results they produce in selfless service.

This unit also shares in achieving a 50% recruiting goal status with other units in the region, demonstrating its' determination and dedication in recruiting new companions to the Order. The unit maintains an 81.6% veteran membership percentage which contributes significantly to the Order's overall stability in military memberships. Significant to note is the exceptional and informative, award-winning newsletter publication of the unit, which is distributed electronically across the region, within the order, and throughout the Lynchburg public, private, and business community. High recognition goes to HPM Charles W. Bennett for serving not only as the unit newsletter officer, but the passionate work he does as the National Historian. This unit understands clearly the need for rotational leadership service, which allows for comfort in leadership succession when the time comes. New offices do not become overwhelmed with duties since they have already been mentored before, while serving, and after leaving duty assignments. Former senior leaders within the Oder, remain active and in place to provide wisdom counseling to those who need it. As the current commander continues to focus on his leadership role for the Order, the "anointing" of leadership upon him continually become visible to other organizations and business, who invite him to serve in their agencies. Proof that one's willingness to be "selfless in service" is truly noble!

Conclusions: Chapters continue to improve in all areas. Strategic goals and objectives are being worked given the direct focus on outreach. Solid planning for region conferences has made a difference for annual calendars of units. The "at risk" chapters are no longer in a dormant state of operation, and each is under programing efforts of revival. Future sustainment and stability for these units is expected. The region has published achievable goals for all units to strive for, which will allow measurable achievements to be realized in annual reporting to the national headquarters.

The region must also publish, at least a semi- annually, a newsletter, as an outreach communication tool for the benefit of all companions across the region. Additionally, a region database should be established for direct distribution of information to companions due to the admitted technology strengths and weaknesses of serving leaders in units. The selection or appointment of a technology officer would be useful on a temporary basis to aid the unit in cleaning up master rosters, sending out media releases more efficiently or archiving files and other historical unit information. The effectiveness of the service should be assessed within the first 6 months to determine and add value to units.

Recommendations: The region must continue to improve is several ways in order to advance the order, remain relevant in a fast-moving society, and become proficient in a highly technological world.

1. The region should continue to hold bi-annual conferences the first weekend in November and the first weekend in June annually to prevent conflicts and allow for a more efficient planning process. Thereby, shifting the host unit between departments each year.
2. Every unit should be given a rotational task and responsibility to aid in the execution of the bi-annual conference and to ensure unity among companions.
3. Units and all companions must be trained to access the National HQs website and establish an login in preparation for future leadership roles information sharing.
4. All units must establish a basic operational budget, upon which monthly or periodic expenses are expected, i.e., post office box, conference call line (free or one number), zoom account link, an ebank deposit account (zelle, square, or cash app etc).
5. Units establish a uniformed one page website per unit which links to the region and national home page sites.
6. Units established social media accounts, which also link to the region home page site.

7. The region must establish a unit and region new member orientation process and a sponsorship program that works to build companion trust and bonding with in the first 90 days of membership.
8. Unit must be selective to focus quarterly on specific strategic goals in order to establish measurable outcomes. Also, establish a records area to deposit documented proof of initiatives.
9. Plan early to obtain MOWW store stock items for recognition presentations and guest speaker gift items.

Proud to Serve,

Clement I. Goodwine Jr., PhD.
MAJ (RET), US Army, Region IV Commander

COMMANDER, REGION V | ANNUAL REPORT

1. Region Summary:

Overview: Region V remains a mix of highly successful chapters who make a consistent, significant, and positive impact on their communities, while ensuring that the MOWW mission is undeterred, despite significant challenges in membership, aging leadership, and personal health issues. Significant successes over the last operating year have included the Atlanta Chapter's Massing of Colors and First Responder Luncheons; the Augusta Chapter's 2025 Youth Leadership Conference and Memorial Day Observance; the Brigadier General Scott Chapter's very well attended 2024 Veterans Day Observance; the Knoxville Chapter's participation in numerous East Tennessee Military Affairs Council events; the Memphis Chapter's 2024 Massing of Colors and their tremendously successful 250th Anniversary Celebration Luncheon commemorating the founding of the United States Army, Navy, and Marine Corps; and the numerous ROTC, JROTC, and Eagle Scout awards presented by all Region V Chapters including the Columbia, South Carolina and General Westmoreland, Charleston, South Carolina chapters.

After more than a decade of no official presence in North Carolina, Region V has established a "Region V Department of North Carolina Detachment." The detachment is made up of motivated MOWW Companions, who are working diligently to build relationships with North Carolina JROTC programs and working toward establishing cadres in the Charlotte and Winston-Salem areas. While the Brigadier General Scott Chapter in Macon, Georgia, has petitioned for closure due to aging leadership, diminishing membership, and an objection to current membership restrictions that disallow membership for "all veterans," our Department of Georgia Commander has requested a 12-month "reorganization" period in which he will launch a recruiting campaign designed to attract new members to the BG Scott Chapter and thereby allow MOWW to continue its mission in middle Georgia. While recognizing the current and future challenges of chapter growth and aging leadership, Region V remains vibrant, engaged, and motivated by the commitment and dedication of its Companions to the Order's success.

I would be remiss in failing to note that the region's 2024 and 2025 activities and events were executed despite Hurricane Helene directly hitting and impacting more than half of the geographic area of Region V, this past September. The CAT4 hurricane inflicted massive damage to the region's infrastructure, as well as damage to countless private and public properties, and directly impacted a number of chapter Companions, their families, colleagues, and property. Total flood and wind damage is estimated to be more than \$47.5 billion and many Region V areas, including Augusta, Georgia, parts of Tennessee, and North and South Carolina are only now, at the time of this report, obtaining much needed reconstruction and damage relief.

Chapter Notes

Atlanta, GA: The Atlanta Chapter continues to be one of Region V's strongest and most influential chapters. The chapter executed its first Massing of Colors this past summer, followed by several "First Responder Luncheons" honoring local firefighters and police officers. In March the Atlanta Chapter, again, generously and successfully hosted the Region V Spring Conference and has presented more than 150 ROTC, JROTC, and Eagle Scout Awards.

Augusta, GA: The Augusta Chapter executed its 30th annual Youth Leadership Conference, 28 February to 1 March 2025, with 43 students attending – doubling the attendance of last year's conference. The chapter also executed its 12th annual Augusta- Central Savannah River Area (CSRA) Memorial Day Observance, 26 May 2025, with more than 500 residents in attendance. In honor of America 250, the chapter also supported the "General Lafayette Tour of Georgia" reenactment events held in Meadow Garden, Augusta and at Georgia Military College, Milledgeville.

Macon, GA (Brigadier General Scott Chapter): While the chapter has applied for closure, the Commander, Department of Georgia, has proposed a 12-month recruiting and reorganization period. The Region V Commander and the Vice CINC for Regions I, III, and V have endorsed this proposal.

Charleston, SC (General Westmoreland Chapter): Membership recruiting is increasing and the chapter's JROTC awards program is alive and well. With strong regional support and coordination we expect continued recruitment and growth throughout 2025 and 2026.

Columbia, SC: Lieutenant Colonel John Marcucci, U.S. Marine Corps (Ret), who is one of the most active Companions in South Carolina has, at the time of this report, already personally presented more than 100 ROTC and JROTC Awards of Merit. The Region V Commander will be working closely with Lt Col Marcucci and Department of South Carolina Commander Rudy Matzner to reestablish a full chapter leadership slate and a proactive recruiting program.

Knoxville, TN: The Knoxville Chapter has continued to effectively operate despite the deaths of several very active chapter members over the past year. The chapter now has its first Senior Noncommissioned Officer member, Master Sergeant Ronald E. Adams, U.S. Air Force (Ret), who joined the Knoxville Chapter in November 2024. The chapter meets monthly and has had a total of 10 guest speakers during the last 12 meetings. Whenever possible, the chapter invites speakers who are eligible for MOWW membership, and each speaker is invited to join.

This year the chapter was asked to grade essays for the 2024 Phoenician Essay Contest. This was done by a group which consisted of 3 members of the Knoxville Chapter and 3 individuals who were not MOWW members, but who would be eligible to join. Each grader independently graded each of the 16 entries and these were then sent to National Headquarters for a final compilation to determine the ultimate winners of the contest. The chapter has also provided ROTC medals and certificates to 5 college units and JROTC awards to 38 high school units.

The Knoxville Chapter is an organizational member of the East Tennessee Military Affairs Council and chapter members regularly attend the council's most important local events. These events have included the 40th Annual Veterans Appreciation Awards Luncheon, held 12 November 2024, the Veterans Heritage Site Foundation program held in December, and the East Tennessee Veterans Memorial Association Medal of Honor program held 5 May 2025. Each of these events raise funds for local memorials. The chapter is also a strong and consistent supporter of Wreaths Across America.

Memphis, TN: The Memphis Chapter continues to be in exceptionally good health. The chapter held its 40th annual Massing of Colors, 10 November 2024, with 18 JROTC units presenting, and on 13 February 2025 the chapter held a joint 250th Anniversary celebration luncheon, recognizing the founding of the United States Army, Navy, and Marine Corps. The program was attended by representatives of the Sons and Daughters of the American Revolution, AUSA, and MOAA. The chapter also sent 3 students to the Huntsville, Alabama Youth Leadership Seminar, one of whom was selected as a Region V representative to the 2025 National Youth Civics Summit (NYCS).

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 proactively assisting chapters in the development and execution of community outreach programs?”

Yes. Chapters have acted upon the leadership's encouragement to develop and deliver attractive and high-impact community outreach programs and activities, as noted in the Chapter summaries above, and look forward to executing many more as we celebrate the 250th anniversary of our nation's birth, throughout the remainder of 2025 and moving into 2026.

- B. Strategic Goal Two (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. Chapters have acted upon the leadership's encouragement to initiate and develop partnerships with local Veterans Service Organizations (VSOs) and non-veteran community support organizations. Region V chapters have established and maintain formal and informal relationships with the following organizations: the American Legion, the Association of the United States Army (AUSA), the Colonial Dames of America, the Disabled American Veterans (DAV), the Daughters of the American Revolution (DAR), the East Tennessee Military Affairs Council, the Fort Eisenhower Retired Command Sergeants Major Association, the Georgia Military College Alumni Association, the Military Officers Association of America (MOAA), the National Sojourners, the Order of Saint George, the Sons of the American Revolution (SAR), the United States Daughters of 1812, the Veterans of Foreign Wars (VFW), the Virginia Military Institute Alumni Association, and many more. These partnerships have provided the groundwork for many of our high-impact community outreach programs and are an integral part of our success.

3. Conclusions.

Region V chapters within the Departments of Georgia and Tennessee continue to be in good health and are effectively completing the MOWW mission in outstanding fashion. The Department of South Carolina is admirably meeting its challenges but will continue to need assistance from Region V leadership. We are encouraged, however, by the department and chapter leaders' current efforts to focus on membership recruitment and expect to see additional chapter growth within the next operating year. In North Carolina we have been presented with tremendous opportunity for growth and significant community impact thanks to the tremendous support from our Region V North Carolina Detachment Companions and look forward to reporting on their future accomplishments.

4. Recommendations.

Region V's most important priorities remain membership growth, chapter vitality, and the continued and consistent implementation of high-impact community outreach programs and activities. Close work and regular communication with our Department and Chapter Commanders will be key. Additionally, we encourage leaders, at all levels, to assist in supporting new initiatives and opportunities, as they arise, and encourage timely responses to communications at all levels. Seizing the initiative and maximizing momentum is often the key to success.

FOR THE GOOD OF THE ORDER

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

COMMANDER, REGION VI | ANNUAL REPORT

1. Region Summary: Sun City Center and Puerto Rico are the largest and most capable chapters. Clearwater, Northeast Florida and North Central Florida are small and focus on Scouting and J/ROTC; the latter two while relatively new are growing fast in their capabilities. Ft Walton Beach and Space Coast are primarily one-man operations; these two don't have succession plans and are in need of strengthening. The region conducted an in person and a virtual conference. The region recruiting for the year is ahead of expectation. The chapters of the region earned 17 awards at the 2024 convention. Three students from the YLC conducted by the Sun City Center chapter and the Youth Leadership Foundation Inc will attend the 2025 National Youth Civics Summit. Seven Region VI Companions are members of the NYCS planning committee and three will be chaperones.

3. Assessment of progress toward achieving Strategic Goals
 - a. SG-1: Most chapters concentrate their efforts toward J/ROTC and Scouting. Only Sun City Center and Puerto Rico are able to significantly address the other Outreach Programs.
 - b. SG-2: The chapters continue to work on their relationship with other organizations in their community.
 - c. SG-3: We need to work more effectively on our media presence.
 - d. SG-4: Membership growth is our number one priority. The region will exceed its goals for the year, but not all chapters will. Great emphasis is placed on new member development and preparation for leadership positions.
 - e. SG-5: The larger chapters have fundraisers, but the smaller and newer chapters are still considering their options. The Clearwater Chapter conducts a golf scramble from which the Pinellas County JROTC units benefit based on their success at recruiting players, selling hole signs and having cadets at the event. This year, eight schools shared over \$17000.
 - f. SG-6: The Northwest Florida Cadre has eight members and is working to get ten to qualify as a chapter at the Tucson Convention. This would bring us to eight chapters in the region, and Deb Dombeck and Ralph Lewis are to be highly complimented for this endeavor.

3. Conclusions. This has been a good year in which the chapters that have achieved success have done so with the leadership of their chapter commander. We'll continue to search for ways to rebuild the Ft Walton Beach and Space Center chapters; their current commanders have a strong legacy and need to be able to continue to serve their communities.

4. Recommendations.
 - a. The Region VI budget was increased to \$800 for OY 24, but consideration of further increases would be appreciated.
 - b. We need to accept that not every Companion can be a recruiter and work to give those that will recruit every tool possible. The MOWW Companion Recruiting Guide developed by the

Information and Publicity Committee is a big step in the right direction. Many get great pleasure from our favorite Outreach Program and sharing that with as many as possible should be a goal. Recommend that the most successful recruiter at each convention be given an opportunity to share how they did it.

- c. Continue to recommend that chapters conduct Youth Leadership Seminars. Northeast FL gave 14 students a fantastic experience at very little cost. This is a good steppingstone to the capability to conduct a YLC.

- d. We continue to scrutinize the merits of in person versus virtual regional conferences. Virtual makes possible greater attendance, while the comradery experienced in person has great value. If it were to be determined that greater attendance would make virtual more benefitable, recommend that conference requirements allow two virtual events. Also, that even great emphasis on the importance of attendance be given.

FOR THE GOOD OF THE ORDER

Steve Hodges, LTC, USA (Ret)
Commander, Region VI, MOWW

COMMANDER, REGION VII | ANNUAL REPORT

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

Region VII has 5 chapters, one in each Region's states: CPT Grevemberg (large), Greater Kansas City and Col Elmer (medium), LTG Walker and MG Wheeler (small). LTG Middleton Chapter, which existed at the start of the Program Year, was officially closed in October. Three of five chapters (MG Wheeler, LTG Walker, and Col Elmer) achieved their member recruiting goals. Region living membership stands at 357 which is up 4 members from last year's report.

After 20 years at Space Camp and a doubling of its 2019 pricing, the Huntsville MOWW YLC relocated in 2023 to a venue that is affordable, three times larger, more accessible, and adjacent to a veteran's memorial museum worth touring, but is not overnight capable. Despite lesser venue name recognition and being non-overnight, the number of students attending the 3-day (27-hour) YLC has not decreased and is expected to increase by up to 20% this October.

The move and inclusion of the museum in the YLC agenda have facilitated interaction with local veterans and community organizations and have led to or improved partnerships or alliances with MOAA, MOPH, VVA, AUSA, American Legion, VFW, and National Sojourners and Scottish Rites, the Space and Missile Defense Working Group, and the City of Huntsville.

2. Assessment of progress toward achieving Strategic Goals:

- a. One chapter didn't have a set meeting spot until approaching an American Legion Post for a dedicated room. Use of room, large display, and flags (USA, MIA and DOD) were negotiated to be at no cost based on having at least one mutual member active in a Legion program (e.g., Patriotic Oratorical Contest) and Legion non-premium time (e.g., Monday - Thursday lunch time). The Post does lunch well and at fairly low cost.
- b. Strategic Goal metrics were available but not reflected in detail in MOWW Form 27, "Chapter Activity Report. Chapters relied on previous year's activities and region guidance for plan development.
- c. 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 holding lunch or dinner meetings report cost issues lowering meeting attendance numbers.
 - The lack of willingness of companions to accept chapter & region leadership roles is a major inhibitor in sustainment. The region will begin the new OY with the Region Commander also serving as the PEC Chair. MG Wheeler has a vacancy for Senior Vice Commander and is dual hatted for Treasurer and Adjutant. Col Elmer has a vacancy for Senior Vice Commander and Treasurer. CPT Grevemberg has a vacancy for Senior Vice Commander, Adjutant and Treasurer. LTG Walker has a vacancy for Senior Vice Commander and is dual hatted for Treasurer and Adjutant.

3. Results:

- COL Elmer, LTG Walker, Greater Kansas City Chapters implemented incremental steps within their resources to increase services & community involvement to strengthen their chapters.
- MG Wheeler has the most fully developed MOWW services programs and community involvement within the region, but has minimal companion involvement and volunteerism.
 - MG Wheeler is a member of the 60-organizations North Alabama Veterans and Fraternal Organizations Council; recruits help to address exhibits and artifacts at the U.S. Veterans Memorial Museum for MOWW Huntsville Youth Leadership Conference attendees. The help clad in organization attire represent their service organization while serving in a docent-like capacity for the tour. This interaction has increased awareness of MOWW, its YLCs, additional outreach to youth, community and nation and has resulted in several partnerships and alliances.
 - MG Wheeler members present ROTC/JROTC award sets for MOWW and other organizations and did so four times this year.
- CPT Grevemberg Chapter made little progress this year, but is energized and seeking ways to be active, and establish a PE footprint.
- 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.

4. Recommendations:

- Plan expansion of type, quantity, and quality of MOWW services to the local community to attract new companions and expand community partnerships.
- Conduct review of MOWW services type, quantity, & quality.
- Expand knowledge of MOWW throughout the community, expand chapter manpower resources, and support companion recruiting.
- Increase visibility of the Order and its services to community via effective internal & external communication in newsletters, news releases, websites, and social media presence.
- Promote volunteerism within the chapter and to the extent possible assign each companion a role/job that supports their reason for joining.
- Ensure chapter leadership is developed through training and succession planning for each chapter position to support chapter sustainability and expansion.

5. Conclusions: Partnering with other organizations helps expand MOWW's impact on youth, community, and nation, but requires actively recruiting their help.

FOR THE GOOD OF THE ORDER:

DAVID L. DUNLAP, Lt Col, USAF (RET)
Commander Region VII, MOWW

COMMANDER, REGION VIII | ANNUAL REPORT

- I. Region Summary: Region VIII is comprised of 11 chapters; 4 small, 5 medium and 2 large chapters, within the states of Kansas, Nebraska, Oklahoma and Texas. It is a large region, about 800 miles north to south and about 825 miles east to west. Consequently, we do business utilizing Zoom whenever possible and only hold one face-to-face conference yearly. Distance does not mean that Region VIII does not accomplish great things. In the last year we have:
- Held 114 Chapter Meetings
 - Held 4 Region Meetings
 - Had an average of 164 Companions attend meetings each month
 - Sent 218 students to Youth Leadership Conference
 - Conducted 4 Youth Leadership Conferences, 3 in Texas and 1 in Oklahoma
 - Held or supported 7 Massing of the Colors
 - Sponsored, either fully, or in part, 6 Veteran Parades
 - Held 34 Veteran Outreach Programs
 - Held 4 National Security Programs, with average attendance of 175 community members
 - Have on average, 82 Companions actively participating and supporting MOWW programs
 - Presented 227 BSA and 146 GSUSA Awards
 - Presented 111 other MOWW Awards to community members
 - Formed 137 Alliances and Partnerships
 - Made 131 speaking presentations within our local communities
 - Published 199 Newsletters
 - Presented 60 MOWW Awards to Companions

Region VIII is split into two Departments, which substantially benefits us in sharing communications and dividing the work between the Region staff. After losing several members of the Region Staff with the closing of the North Texas Chapter we have rebounded admirably and continued forward with all MOWW programs.

As is the case for all Chapters and Regions, recruiting continues to be our largest challenge, but the inclusion of Senior NCOs and Patriot members is showing promise.

Overall, the chapters, regardless of size, show 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. In this report I will answer all Annex “B” questions and include brief commentary and conclusions.

- II. Assessment of progress toward achieving Strategic Goals:
1. Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.
 - a. Is there an increase in the number of chapter youth leadership programs throughout Order? (SG-1) – The region holds four Youth Leadership Conferences (YLC) every year, three in Texas and one in Oklahoma. All chapters have sent students to the conference

in the past term. What has changed is the increase in students attending, with a projected total of 250 students this year.

- b. Are chapters increasing the number of Companions who are actively involved in chapter outreach programs? (SG-1) * - Yes, by virtue of the number of chapters that have increased the scope of their programs.
 - c. Are chapters annually increasing the number of community outreach programs not previously performed? (SG-1) * - The Medium/Large chapters show the most improvement. Fort Hood has increased their outreach programs not only in size, but also in number. Fort Hood is adding a Youth Leadership Seminar (YLS) and has increased their sponsored YLC students to about 45 students. They have also increased their J/ROTC and Scouting programs. The Medium and Large chapters have also seen significant program growth in the last year. The Fort Worth chapter increased their Veteran Day Parade activities (3 Parades) and their J/ROTC and Scout programs. The Hill Country Chapter has hosted many more Veteran program activities, and the Dallas Chapter has literally grown in all programs. Dallas conducted the Dallas Veteran Day Parade and spearheaded a new parade in Arlington, Texas. Additionally, they hosted almost 400 people for the 50th Anniversary of the end of the Viet Nam War at the new Medal of Honor Museum.
 - d. Do Chapters have a viable Patriotic Education program? (SG-1) * - All Region VIII Chapters, except the Kansas Chapter, have a viable Patriotic Education program.
 - e. Have chapters involved other community organizations or VSOs in their outreach programs? (SG-1) – By my estimate, the Region VIII chapters have increased their outreach programs with other community and VSO organizations by approximately 25 different groups.
 - f. Have chapters engaged other chapters or national committees to aid in the development and/or execution of their outreach programs? (SG-1) - By virtue of 4 YLCs, yes, chapters are involved with each other.
 - g. Are chapters assisting other region chapters in the development and/or execution of that chapter's outreach programs? (SG-1) – Several examples of this exist; Houston conducted their first YLS last year, so they have provided after action information from their YLS to the Fort Hood Chapter to use in planning their first YLS. The Dallas and Fort Worth Chapters plan Veteran parades and Massing of Colors together. Other chapters do as well, but they are not as easily coordinated due to the distance between chapters.
 - h. Are chapters annually increasing the number of MOWW Patriots and are they actively involved in chapter outreach programs? (SG-1) – Yes, the Dallas Chapter has nearly 20 Patriot members and at least 5 Patriot members are on the Chapter Staff.
2. Strategic Goal Two (SG-2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.
 - a. Have Chapters increased the number of Alliances and Partnerships established with local veteran and non-veteran organizations that align with the MOWW mission? (SG-2) * - The alliances and

partnerships formed by Region VIII Chapters is now is at least 45 other organizations. At least 30% of these are in the Dallas Chapter alone, with the remaining 10 chapters having at least 3 each, on average.

- b. Have Chapters created alliances and partnerships with organizations not already partnered with the Order through Headquarters MOWW? (SG-2) – Almost all partnerships are with groups not part of the Headquarters alliances.
- c. Are chapters establishing alliances & strategic partnerships with outside entities? (SG-2) – All alliances and partnerships are with outside entities.
- d. Have Chapters pursued and developed alliances and partnerships with local veteran and non-veteran organizations that align with the MOWW mission? (SG-2) – By virtue of the partnerships formed in support of MOWW programs, this is almost always the case.
- e. Have Chapters increased their number of alliances and partnerships with local veteran and non-veteran organizations that align with the MOWW mission? (SG-2) – See “d” and “a” above.
- f. Do chapters have a listing of their alliances and strategic partnerships? (SG-2) – Yes.
- g. What manner of publicity have the chapters generated with established alliances, to include (but not limited to) press releases, social media, newsletters, and websites? (SG-2) – Six of the eleven chapters have Facebook accounts and there have been at least 31 Press Releases generated by the Chapters in the last year. Additionally, almost 200 Newsletters have been shared between chapters and other organizations. The Dallas website is among the finest ever produced for a Veteran organization. The Dallas Chapter has shared over 15,0000 emails with Chapters, Companions and other organizations since September 2024.
- h. Have Chapters conducted joint chapter meetings with partnered organizations? (SG-2) – Yes, but this is an area where improvement could be made.
- i. With which partnered organizations have joint Chapter meetings been held? (SG-2) – The Navy League, the Air and Space Force Association, the Association of the U.S. Army, National Sojourners, the Texas Williamson County Veterans support office to help homeless veterans, the Scottish Rite group, the Special Forces Association, the Daughters of the American Revolution, Wreaths across America, Military Officer of America Association, the Houston Military Affairs Committee, the Sweetwater Veterans Club, the Admiral Nimitz Museum of the Pacific, the Medal of Honor Museum, the Frontiers of Flight Museum, the History Center of the University of North Texas and the Care for DFW Vets organization.
- j. Have Chapters conducted joint community outreach activities with partnered organizations? (SG-2) – Yes, see “i” above.
- k. Which local organizations, websites, or media outlets have chapters established relationships with? (SG-2) – The Dallas Chapter and the National Defense Briefing Series has established relationships with the Murray Media outlet. Also, see “i” above.

- I. How have chapters communicated with other organizations, media outlets, or veteran's chapters? (SG-2) – Email, newsletters, websites, social media, face-to-face meetings and news releases.
3. 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.
 - a. Do chapters have a communications/marketing plan? (SG-3) – By virtue of their newsletters, emails, social media and press releases there exists a basic communication plan, but most are not formally defined. The Dallas Chapter has an extensive Marketing tool through their significantly advanced website.
 - b. Have chapters grown their visibility within the community? (SG-3) – Many chapters are doing well with their visibility. Of note; Fort Hood through their membership in the Area Veterans Advisory Council (AVAC) in the Fort Cavazos area. Hill country is more visible because they have a press release after each Chapter meeting. The Dallas chapter is obtaining increased visibility through their new and improved website.
 - c. Do Chapters have a website presence? (SG-3) – The chapter with the most extensive website is the Dallas Chapter. A Website will cost a chapter nearly \$1,000 per year, and most chapters don't have the resources.
 - d. Do Chapters have a dedicated social media presence? (SG-3) * - Seven of the eleven chapter have a dedicated social media presence.
 - e. Do Chapters utilize multiple social media avenues? (SG-3) – Facebook is the preferred social media platform, because it is easiest to use.
 4. Strategic Goal Four (SG-4): Annually grow engaged and sustainable MOWW membership.
 - a. Have all Chapters met/exceeded EXCOM established national recruiting goals? (SG-4) * - No, three chapters, Dallas, CAPT Dilworth and Fort Hood have met the recruitment goals. All others are 60% or lower, with four chapters not recruiting at all.
 - b. Have Chapters increased the number of new Companions recruited (excluding membership renewals and reinstatements)? (SG-4) * - only the Dallas Chapter, with 130% recruitment, as of May 23, 2025.
 - c. Have Chapters increased the number of Companions that attend at least one region conference or National Convention annually? (SG-4) – Yes, the attendance at the in-person Regional Conference is up by 13%. Region VIII had 75% of the Chapters represented at the Philadelphia Convention last year.
 - d. Do chapters have a documented Membership Growth and Sustainment Strategy? (SG-4) – Most chapters do not have a “Documented” Growth and Sustainment Strategy.

- e. Has the total number of individual Companion-sponsors of new members increased from the previous operating year? (SG-4) * - Overall, this has not changed significantly in the current operating year.
 - f. Have 85% of Regular and Hereditary Members renewed their membership? (SG-4) * - No, this is directly impacted by the age of the Regular and Hereditary Members.
 - g. Have at least 25% of Regular Memberships upgraded to Perpetual Memberships? (SG-4) – I do not have sufficient data to address this question.
 - h. Have all chapters equaled or exceeded a 75% veteran-Companion threshold? (SG-4) * - Overall Region VIII equals or exceeds the 75% threshold, but five chapters do not. Fort Hood, Fort Worth, Hill Country, Houston and Pinson Memorial are below the threshold.
 - i. Have chapters established a plan to increase their chapter’s veteran companion threshold at or above 75%? (SG-4) – Chapters below the 75% threshold are not allowed to recruit Hereditary members, until they achieve the 75% threshold.
 - j. Have Chapters held at least one general Chapter meeting per quarter? (SG-4) * - Yes, all chapters hold at least one general chapter meeting per quarter.
 - k. Have Chapters increased their average number of Chapter Companions attending regular Chapter meetings (excluding guests)? (SG-4) * - Yes, on average, across all Region VIII Chapters, the average attendance is up from previous years.
5. Strategic Goal Five (SG-5): Increase revenues ensuring adequate financial resources to fulfill the Order’s mission.
- a. Do chapters maintain a list of local donors (including grants)? (SG-5) – Yes.
 - b. Do chapters conduct annual fundraising drives? (SG-5) * - Four of the eleven chapters have Fundraising drives/events. These are COL Woods, Fort Hood, Dallas and Hill Country. The National Defense Briefing Series provided between \$1,250 to \$2,250 to each chapter, based upon size.
 - c. Is the number of chapters with established fund-raising programs growing annually? (SG-5) – Yes.
 - d. Do chapters utilize technology in the administration of their fundraising programs? (SG-5) – The Dallas Chapter uses credit card technology to raise funds.
6. Strategic Goal Six (SG-6): Increase the number of Chapters and strengthen existing Chapters
- a. Are Companions throughout the Order actively engaged in outreach programs promoted by national committees? (SG-6) – Whenever possible the chapter have representatives that participate in National Committee meetings.

- b. Do chapters supplement regular meetings with virtual meetings for training, outreach involvement, or other purposes? (SG-6) – Several chapters schedule monthly staff meetings to plan outreach and other training purposes.
 - c. Are an adequate number of Companions participating on national outreach committees? (SG-6) – Only a few participate in National level committees.
 - d. Do chapters conduct at least one membership meeting quarterly? (SG-6) – All Region VIII chapters conduct at least one quarterly meetings.
 - e. Do chapters conduct community outreach informational and organizing meetings on a regular basis? (SG-6) – Programs are generally planned at the Chapter meetings and staff meetings.
 - f. Do chapters appoint MOWW Patriots to outreach committees? (SG-6) – Yes, and this will grow. The Dallas chapter has several Patriot members on their staff.
 - g. Do chapters recognize Companions and Patriots with recognition awards and certificates? (SG-6)
* - Region VIII presented 60 awards to Companions and Patriots over the last year.
 - h. Do chapters have a viable succession plan? (SG-6) * - Within Region VIII viable Succession Planning is impacted by the average age of our companions. With age, companions are reluctant to assume leadership positions. For example, the North Texas Chapter closed this year, in part because there was no one willing, or able, to assume the leadership positions within the chapter. Generally leadership that remains in their positions for more than one term. Only large chapters, and some medium chapters, have succession plans.
 - i. Have chapters ensured that Companions are not “dual-hatted” at all levels of leadership (elected officers, committee chairs, etc.)? (SG-6) – Region VIII has strived, successfully, to prevent “dual-hat” individuals within Chapters. However, what does occur is that senior leaders step down and then assume another lower position.
 - j. Have Chapter Commanders prepared Companions to assume Chapter leadership roles? (SG-6) * - what normally occurs is that the Chapter Commander frequently picks or plans for his/her replacement, and trains them through involvement and delegation. When ready, the trainee becomes the next Chapter Commander, and the cycle begins again.
- III. Conclusions: Overall, given the challenges and issues that all Chapters face, Region VIII has had a very successful year. Small Chapters are beginning to regain traction, Medium Chapters are supporting more and more programs, and our Large Chapters are becoming examples for all to follow. The Region faces staffing problems and the chapters all must do a better job of recruiting, but overall, the support of MOWW programs has been significant and improving.

The financial status of the Region has improved greatly, due to reduced conference costs and NDBS sponsorship, so Chapters can now depend on the Region to support them in new endeavors. See the “Issues” below for challenges that Region VIII is facing and must overcome.

- IV. Recommendations: Continue efforts at the National level to streamline program awards, reports and improve communications. Last year I made this recommendation, and the Region has seen not only

streamlining, but also standardization. All these actions on the part of the National Headquarters are appreciated at the Region and Chapter level.

IV. Issues:

1. Aging Companions – with age comes less energy and motivation to concentrate efforts towards an organization outside of the home and family, directly impacting MOWW Programs. Recruiting is the only cure.
2. 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.
3. Inflation – Inflation directly impacts funds that can be allocated to endeavors outside of the home, including funds donated to the chapters for programs.
4. P&M Disbursements – with the level of P&M disbursements not being certain, more of the amount of funds necessary to accomplish MOWW Programs must be generated from within the chapters or from outside fundraising.
5. Meeting Costs – Every venue has increased the cost to participate in monthly chapter meetings. Food prices have begun to stabilize now, after increasing 35% in the last 30 months. This impacts the number of companions that attend chapter meetings, regional conferences, and MOWW programs.
6. 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.
7. Donation Decreases – whether from inflation, or other causes, the amount of donations that chapters can anticipate has decreased over the last four years. The great majority of the Order's 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.
8. Higher Level Fundraising - 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

1. **General.** Region XIII supports the southwestern states of Arizona, Colorado, New Mexico, Utah, Wyoming, and western “panhandle of Texas (El Paso). There are a total of seven operating local chapters (four geographically located east of the Rocky Mountains – two chapters in Colorado, one chapter in northern New Mexico and one large chapter operating in El Paso, Texas) and (three operating chapters all geographically located within the state of Arizona [two in central Arizona and one chapter supporting the entire southern Arizona sector from its east state border with New Mexico, western state border with neighboring California, and the Arizona international border with the Republic of Mexico to the south west of the Rocky Mountains. While assuming such a vast and somewhat challenging MOWW support mission, Region XIII has successfully implemented and sustained what is referred to as Chapter Expeditionary Engagement Operations, combining both traditional localized supported chapter operations with a more nimble defined service-based “Hub and Spoke” operational (H&S OPS) model with its centralized planning oversight strategy extending from the one remaining southern Arizona local chapter in Tucson (providing a myriad of tailored support end-user services) to its ever-expanding decentralized execution “spoke” support recipients. Through its extended forward operating location “single end-user” and “stand-alone remote” contacts and partnerships, Region XIII effectively taps into these cross Arizona state lines contacts and opportune MOWW support mission representatives/clientele where neither a Cadre or traditional Chapter operation currently exists. Regardless of the geographical distances and inherent territorial vastness of the area of support responsibilities, Region XIII has effectively adapted and overcome many operational engagement challenges through the years and has even developed its own mission engagement feasible solutions, keeping its chapters mission viable while also stabilizing its operational outreach and structural growth.

2. **Oversight Responsibilities.** As commander of one of our most dynamic regional operations in our Order, I am very proud of our collective ability to continue to find innovative approaches and potential benchmark solutions for our operational challenges in crucial SG objective goals (i.e., recruitment, retention, chapter financial fundraising and implementing successful administrative self-sustainment practices). Region XIII has some of the most productive chapters and service operations in the country. However, our region is not without challenges that lie beyond our region operations to address. These include the following considerations.
 - a. It is the only region to maintain two local operational chapters consistently hosting two Massing of the Colors and Service of Remembrance MOWW signature events each in the same operating year (OY) in efforts to help offset those weaker regional chapter operations unable to host a single such event of the seven chapters, Region XIII hosts and conducts six total Massing of the Colors and Service of Remembrance events each OY.
 - b. Our region hosts two annual Youth Leadership Conferences annually (one in Pueblo, southern Colorado east of the Rockies and another in Phoenix, central Arizona west of the Rockies) each OY addressing its inability to support its Youth Leadership Conference programs by merely transporting student delegates from both sides of the Rockies to each other’s yearly programs.
 - c. All seven chapters are highly competitive, when it comes to competing for the annual MOWW national awards submission process and consistently place among the top 25% and at times within the top three award winners every year in their respective submitted activity categories. It is

common practice for regional chapters to assist each other in planning for and preparing each chapter to assume the required activities and acquire the necessary capabilities needed to become and sustain their desired annual national awards competitiveness.

- d. Our region manages a very successful “end-user tailored services-oriented” combined traditional-expeditionary engagement “Hub & Spoke” operational (H&S OPS) model. The H&S OPS provides for both sustaining existing established local chapter operations support while simultaneously posturing our expanded expeditionary geographical support mission which prepares for the eventuality of opportune support services and effectively meet non-traditional “stand-alone” distant area of responsibility (AoR) MOWW contact support operations where no chapter nor cadre operations exist. The H&S OPS model has added significant strategic goal implementation engagement flexibility, “value-added” mission benefit, and augmented organizational support service purpose across the entire six SG engagement spectrum (with noteworthy consistent successful achievement increases to our regional SG-1 “Outreach” and SG-4 “Membership” capabilities).
3. **Strategic Goals Progress Assessment.** All Region XIII chapters actively pursue their derived annual Chapter Action Plan goals and projected objectives. Specific annual achievements are based on each chapter’s manning strength, financial, and in-house expertise levels. Regional tracking and any support provided focus on each individual chapter administrative, operational, and managerial current OPS focus and execution site picture at the time – so as not to overburden companions and available chapter resources. Region XIII maintains an active collective regional problem-solving approach tailored to each chapter scenario and takes into consideration potentially impactful common denominators which help identify general trends that may affect (either positively or negatively) the balanced general chapter operational site picture throughout the region. These include the following overall observations.
 - a. Region XIII considers recruitment and retention to be a “prime enabler” from which all other strategic goal objectives are impacted. Without proper recruitment, there is little chance for the afflicted chapter to support its operations; to include, identifying succession leadership to mentor, train, and place into vacant positions.
 - b. We have come to terms that having a small core of “doers” versus a larger chapter membership of “bystanders” seems to be the norm throughout the Order. Rather than view this imbalance negatively, we try to first identify individual passions and dovetail them into our daily chapter operational site picture and desired capabilities. After all, the Order is really a group of managed volunteers who determine where in their personal priority listing the MOWW presides, and how much time and personal effort they are willing to invest in for Order activities and business. If all fails, we then try to convert as many bystanders as possible into “donors” where a negotiated and suitable arrangement is sought to match individual companions with their available “donated personal time and talents, and/or their professional expertise, and/or changing personal priorities and changing desires to add to the MOWW mission.
4. **Strategic Goal Achievement.** Region XIII strategic goal achievement is generally consistent and balanced across regional operations, with still some noticeable limiting factors to contend with (LIMFAC) exceptions beyond regional control. Regardless of the strategic goal being attempted there will always be constant detractors to contend with every OY. These include the following.

- a. The Order is an old organization with all the nuances that statement implies. Region XIII is no different. The average companion age is late 70s to 90s and seemingly continues to demand mitigation collective efforts to try to offset the perpetual “aging out” annual challenge. Thus far most chapters hold their own, in trying to keep up with recruitment replenish offset measures to cope with periodic companion losses but eventually this endemic problem catches up with continued mission demands. Region XIII has a collective working knowledge and understanding of the strategic goals (SG) and excels in achieving the following SG objectives each year. SG-1 “Outreach” and SG-3 “Visibility” merely by staying active in their local communities supporting and servicing youth leadership programs and coordinating with local business partners when coordinating activity season public events. SG-4 “Membership” has met with either great success among the stronger chapters and resulting in further mission erosion and lack of positive progression among the weaker “aging out” chapters or those once healthy chapters having to suddenly contend with a drastic change in their established operations brought about by unforeseen events such as a chapter closure scenario which have been more of a disruption than blessing to once fully functional but tenuous chapter operations across the Order. In all negative absorption cases, the chapter could not cope due to poor administrative and managerial practices needed to effectively and efficiently absorb the rapidly changing day-to-day new operational environment encountered.
- b. Of lesser impact (but just as damaging) are trying to adequately cope with SG-2 “Alliances”, SG-5 “Revenue”, and SG-6 “Growth” goal objective expectations which present varying degrees of achievement challenges, depending upon specific chapter scenarios which either accent or inhibit venturing into these more advanced activities that require strong in-house administrative, operational and managerial skillsets.
- c. The Order (at large) does not possess enough administratively savvy or proactive talent, making day-to-day operations ever tedious with most chapter operations always trying to catch up making the Order as a whole a “reactive” operation in general versus trying to become a more desirable “proactive” organization which requires a younger companion demographic with sufficient vitality to meet such needs.

FOR THE GOOD OF THE ORDER

KEN ROBINSON, LTC, USA (Retired)
Region XIII Commander, MOWW

COMMANDER, REGION XIV | ANNUAL REPORT

I. Executive Summary

A. Overview

- Many chapters in Region XIV have conducted significant outreach events. Details follow.
- Chapters and individuals continue to recruit new companions and MOWW Patriots. In some cases chapters have exceeded their assigned goals. Refer to the MRR reports.
- I visited more chapters compared to recent years.
- I have not monitored chapter action plans in detail to determine if chapters are following and achieving their goals.
- I created an overly ambitious Region Action Plan while incorporating the required criteria. Region team completed 13 goals and 3 in work in the Region Action Plan.
- I have not sufficiently mentored companions to become Region staff.

B. Assessment of progress toward achieving Region XIV 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

C. Successes and Challenges

- Succession challenges in many chapters and the Region. The Region has one of four elected positions vacant. It is time to replace the Commander and Treasurer.
- Region Commander visits. I visited six 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
- Recruiting
 - New veteran and younger companions are always needed.
 - MOWW Patriots needed.
 - Lapsed members need to rejoin. Progress is being achieved with more follow-up with individual commanders and companions.

D. Lessons Relearned

- 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.
- I need to actively mentor companions to become Region elected officers and appointed staff.
- Commanders and staffs need more assistance with administration of their chapters, including awards, website use, and outreach. I need to provide more mentoring and more detailed information to commanders in order to better lead their chapters.
- I need to frequently follow up with some chapter commanders and staff.

II. Strategic Plan Summary

A. **Strategic Goal One (SG 1):** Consistently develop and deliver attractive, and high impact community outreach programs and activities.

- Successes/Challenges:
 - All chapters active in ROTC/JROTC outreach, especially Puget Sound, SFBA, Wright, and Woolsey. Note the statistics in the Region CAR.
 - Puget Sound, Conejo Valley, Bradley-Hanson, San Diego, and Pendleton co-sponsored YLC's.
 - Chapters served in or co-sponsored Wreaths Across America.
 - 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, held their 69th Massing of the Colors, supported and participated in Honor Flights, and provided major sponsorship and assistance to Pendleton YLC.
 - Gaylord-Dillingham held a major Massing of the Colors.
 - Bradley-Hanson held major Operation Gratitude outreach.
 - Holland co-hosted several patriotic day ceremonies.
 - Wright has a major outreach with California Military Institute with cadre partnering with the chapter, adding companions and providing students to the chapter leadership academy (YLS).
- Lessons Learned: Small chapters and chapter core teams make major positive impacts in their communities and with students with focused outreach.
- Recommendations: Continue explaining to chapters how to add Wreaths Across America, 250th Anniversary events, and Operation Gratitude to their Chapter Action Plans.

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

- Successes/challenges: many chapters continue their existing partnerships allowing for impactful outreach.
- Lessons learned: Partnerships come in many forms and degrees. Most chapters have only a few ongoing partnerships such as with JROTC/ROTC, Wreaths Across America, Operation Gratitude, and other veteran groups. See the Region CAR re: partnerships.
- Recommendations: Explain more about how to develop MOUs or MOAs for formal partnerships such as with the Civil Air Patrol and Founding Forward using National partnerships as examples.

C. **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.

- Successes/challenges: Few chapters have a newsletter or regular communication with their companions.
- Lessons learned: More training is needed in developing a simple but effective marketing strategy followed by appropriate publicity.
- Recommendations: Provide training in how to create successful press releases, and use of social media with continued help from National's Outreach Manager.

- D. **Strategic Goal Five (SG 5):** Increase revenues ensuring adequate financial resources to fulfill the Order's mission.
- Successes/challenges: At least four chapters have quite sufficient investments to support chapter outreach and to provide some support to other chapters.
 - Lessons learned: It takes time and expertise to determine funding sources within the community or state to apply for grants or solicit donations based on YLC 501(c)(3)s or using the VETT Act.
 - Recommendations: Provide more explicit fundraising help if National continues to expect chapters to fund themselves.
- E. **Strategic Goal Six (SG 6):** Increase the number of chapters and strengthen existing chapters.
- Successes/challenges: With the Region geographical distances, it is almost an insurmountable task to develop new chapters.
 - Recruiting successes with Puget Sound recruiting at least 7, Conejo Valley recruited at least 12. Pendleton recruited 3 after not recruiting in a while.
 - Lessons learned:
 - Despite years of specific actions and coordination with key companions, no progress has been made in the Alaska or Spokane areas or reestablishing a chapter in Las Vegas.
 - Commanders need to more closely monitor their Chapter Action Plans to ensure proper execution of plans to achieve their goals. Review the available one-page example CAP to simplify the planning process.
 - Recommendations:
 - Focus on strengthening existing chapters. Despite succession plans in most chapters, many chapters recognize the need for leaders younger than their 80's and 90's in chapter elected offices.
 - Continue recruiting younger leaders with the mindset and expectation that they will step up to elected officer positions.
 - Dissolve two dormant departments.
 - Continuing mentoring companions for leadership positions at the Region level.

III. Recommendations

A. Recommendations for National HQ

- Continue reaching out to chapters to assist with marketing, social media, fundraising, and recruiting.
- Create and distribute a Region Commander guide with CAC inputs.
- Create and distribute a Department Commander guide with CAC inputs.
- Conduct periodic national recruiting drives with financial incentives and other appropriate recognition.

B. 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

1. Committee Members:

- COL (Ret) Ken McCreedy, Chair
- LTC (Dr.) (Ret) Michael Okin
- LTC (Ret) John Hollywood, PCINC
- LTC (Ret) Ruth Hamilton, PCINC
- CAPT (Former) Harold Greenberg, JAG

2. General Overview: The Committee began its work in September by submitting an Action Plan to the Chief of Staff. Over the course of the next seven months, the committee received and reviewed five proposed amendments to the MOWW Bylaws and nine proposed amendments to the MOWW Constitution. The committee met virtually four times to review the amendments and develop rationale for either recommending or not recommending them together with our rationale. Our recommendations were forwarded to the Chief of Staff on 1 April 2025.

3. Projects and Assigned Tasks:

- a) Receive and review proposed Amendments to the MOWW Constitution and Bylaws.
- b) Review the Constitution and Bylaws for provisions that are inconsistent, unclear, or outdated and draft amendments as necessary to correct these matters.
- c) Identify which proposed amendments to recommend to the Convention and which to not recommend, together with our rationale for doing so.
- d) Submit a list of all proposed amendments to the Chief of Staff for publication in The Officer Review and highlight those recommended for approval.
- e) Prepare to present the recommended proposed amendments (with required amendments to correct deficiencies) and anticipate dealing with proposals from the floor to introduce amendments that were not recommended by the committee.
- f) Preside over the voting on amendments during the convention using Roberts Rules of Order and ensure an accurate count of votes by appropriately designated delegates.

4. Assessment of progress toward achieving Strategic Goals: Not applicable.

5. Conclusions. A great deal of effort is involved for this committee in a relatively compressed time frame. Proposals can flow in until 15 March and then the committee must review, assess, and recommend acceptance or rejection (together with a cogent rationale) in time to prepare the package for submittal to the Chief of Staff along with a summary of all proposals by 10 April. The process works fine for non-controversial and relatively simple amendments but is ill-served for dealing cogently with more complex and controversial proposals. Editing amendments on the fly when being discussed in Convention is a formula for confusion, delay, and problematic conclusions.

6. Recommendations.

- a) The committee was confronted by several potentially controversial proposals that were duplicative in nature. We adopted the expedient of using the first one received on the topic based on an interpretation of Robert's Rules of Order that we treat the first proposal as a motion on the floor that would have to be amended by subsequent motions as part of the discussion. We recommend that this stand as part of the committee's SOP going forward and captured in the Policy Manual.
- b) Our committee did not work as closely as it should have with the proposal drafters to ensure clarity, accuracy and completeness. Part of the Committee's remit should be to conduct that dialogue in order to secure the best possible proposal is either brought forward if recommended or ready to be brought forward if not recommended. This should also be part of the committee's SOP going forward and captured in the Policy Manual.

FOR THE GOOD OF THE ORDER

Kenneth O. McCreedy
Chair, Constitution and Bylaws Committee, MOWW

PROPOSED CONSTITUTION & BYLAWS AMENDMENTS

COLONEL KENNETH O. MCCREEDY, USA (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 Tucson, AZ, in August 2025.

Proposed MOWW Bylaws Amendments Recommended for Adoption by the Committee:

1. Proposed Amendment to the MOWW Bylaws, Article 4, Section C. The Chief of Staff. This aligns the duties with current practices.

- a. Current Language: Section C. The Chief of Staff (CS).
 - 1) The Chief of Staff is responsible for conducting the Order's affairs pursuant to the Resolutions and Directives of the National Convention, the General Staff and the National Constitution and Bylaws.
 - 2) The Chief of Staff is responsible for the routine business correspondence of National Headquarters with Commanders of the Order and individual Companions.
 - 3) The Chief of Staff shall maintain close liaisons with Regions, Departments and Chapters.
 - 4) The Chief of Staff shall implement the policies of the Order and is the custodian of records and files, as well as the seal of the Order.
 - 5) The Chief of Staff is responsible for recording and reporting all meetings of Conventions, the General Staff and the Executive Committee of the General Staff and shall transmit copies of minutes of such meetings to members of the General Staff and Chapter Commanders by mail, email and/or the Order's website, as prescribed by actions of the Order.
 - 6) The Chief of Staff shall also serve as both Commander and Adjutant of the National Headquarters Chapter to provide appropriate administrative support to the members of that chapter to the extent that they would be entitled to such support as any other chapter of the Order. Such support will include the designation of the appropriate number of members of the National Headquarters Chapter as delegates to the National Convention, as described by the rules of the Order in the MOWW Policy Manual. Notwithstanding his status as Commander of the National Headquarters Chapter, the Chief of Staff does not in consequence enjoy the right to serve as, or to be considered as, a voting delegate to any meetings of the General Staff or to the National Convention.
 - 7) The Chief of Staff shall serve as the Editor-in-Chief of *The Officer Review*[®] magazine.

8) The Chief of Staff is a member of:

- (1) The General Staff and Executive Committee of the General Staff (*ex officio* without a vote).
- (2) The Magazine Committee (*ex officio* without a vote).
- (3) The Finance Committee (Co-Chair).
- (4) The Legislative and Resolutions Committee (*ex officio* without a vote).
- (5) The Information & Publicity Committee (*ex officio* without a vote).
- (6) The National Convention & Seminars Committee (*ex officio* without a vote).

b. Proposed Language: Section C. The Chief of Staff (CS).

- 1) The CS is responsible for conducting the Order's affairs pursuant to the Resolutions and Directives of the National Convention, the General Staff and the National Constitution and Bylaws.
- 2) The CS is responsible for the routine business correspondence of National Headquarters with Commanders of the Order and individual Companions.
- 3) The CS works in close collaboration with the Treasurer General to ensure the financial health of the Order, management of the Order's finances, strategic planning and budgeting, as well as tax compliance, regulatory filings and reporting.
- 4) The CS, the Order's permanent staff and contracted accountants provide the Order's day-to-day fiscal management and oversight.
- 5) The CS shall maintain close liaison with Regions, Departments and Chapters.
- 6) The CS shall implement the policies of the Order and is the custodian of records and files.
- 7) The CS is responsible for recording and reporting all meetings of Conventions, the General Staff and the Executive Committee of the General Staff and shall transmit copies of minutes of such meetings to members of the General Staff and Chapter Commanders by mail, email and/or the Order's website, as prescribed by actions of the Order.
- 8) The CS shall also serve as both Commander and Adjutant of the National Headquarters Chapter to provide appropriate administrative support to the members of that chapter to the extent that they would be entitled to such support as any other chapter of the Order. Such support will include the designation of the appropriate number of members of the National Headquarters Chapter as delegates to the National Convention, as described by the rules of the Order in the MOWW Policy Manual. Notwithstanding his status as Commander of the National Headquarters Chapter, the Chief of Staff does not in

consequence enjoy the right to serve as, or to be considered as, a voting delegate to any meetings of the General Staff or to the National Convention.

- 9) The CS shall serve as the Editor-in-Chief of *The Officer Review*[®] magazine.
- 10) The CS shall serve as the Order's web master.
- 11) The CS is a member of:
 - a. The General Staff and Executive Committee of the General Staff (*ex officio* without a vote)
 - b. The Magazine Committee (*ex officio* without a vote).
 - c. The Finance Committee (Co-Chair).
 - d. The Legislative and Resolutions Committee (*ex officio* without a vote).
 - e. The Information & Publicity Committee (*ex officio* without a vote).
 - f. The National Convention & Seminars Committee (*ex officio* without a vote).

c. Rationale: The current job description and duties of the Chief of Staff do not reflect what the CS actually does on a day-to-day basis. This change is submitted to accurately reflect the current roles and responsibilities of the Chief of Staff and clarify the division of labor with the Treasurer General. Reference to the seal of the Order was deleted from D. 4.

d. Submitted by: Colonel Mike Farrell, USMC (Ret), Chief of Staff, MOWW Inc.

e. **The C&BL Committee recommends adoption of this amendment.**

2. Proposed Amendment to the MOWW Bylaws, Article 4, Section D. The Treasurer General (TG)

- a. Current Language: Section D. The Treasurer General (TG)
 - 1) The Treasurer General is responsible for all monies paid into the National Headquarters. This includes, but is not limited to, its proper allocation, safe custody and disbursement as authorized by the approved budget or by the General Staff. The Treasurer General's account books shall always be open to members of the General Staff.
 - 2) The Treasurer General shall annually submit to the General Staff and National Convention a certified public accountant (CPA) audit of the receipts, disbursements, permanent funds, assets, and liabilities of the Order. The CPAs shall give a corporate surety bond, satisfactory to the General Staff, in such sum as the General Staff may direct, the premium thereon paid by the Order. The CPAs shall be members *ex officio* without a vote of the Board of Trustees.
 - 3) At the end of each fiscal year, the Treasurer General shall publish the results of the annual audit by independent Certified Public Accountants (CPA) in the MOWW Convention Book.

- b. Proposed Language: Section D: The Treasurer General (TG).
- 1) The TG is a member of the General Staff and the Executive Committee of the General Staff.
 - 2) The TG is a non-voting member of the MOWW, Inc Board of Trustees.
 - 3) The TG is the co-chair the Finance Committee and works in close collaboration with the Chief of Staff to ensure the financial health of the Order, management of the Orders finances, strategic planning and budgeting, as well as tax compliance, regulatory filings and reporting.
 - 4) The TG is responsible for ensuring that all chapters have filed an annual tax return with the IRS. The TG will report on the filing status of all chapters to the Chief of Staff monthly. The TG monthly chapter filing status report will be published on the moww.org website. The TG will also provide filing procedure education and technical assistance to chapter treasurers when needed.
 - 5) The TG in close collaboration with the Chief of Staff shall ensure that an annual audit is conducted by independent certified public accountants (CPA) and the results of the annual audit by independent CPAs are published in the MOWW Almanac and reported to the MOWW Convention and the General Staff.
 - 6) The TG will submit an annual update on the status of the Order's group exemption letter to the Internal Revenue Service. The annual update will include subordinates that have changed their names or addresses during the year; subordinates no longer to be included in the group exemption letter because they have ceased to exist; and subordinates to be added to the group exemption letter because they are newly organized or affiliated.
- c. Rationale: The current job description and duties of the Treasurer General do not reflect what the TG actually does, many of the stated functions are accomplished by the Chief of Staff. These changes are submitted to accurately reflect the current roles and responsibilities of the Treasurer General. The addition of the MOWW Treasurer General to the Board of Trustees is recommended to ensure strong financial governance, strategic alignment, and organizational transparency. This change ensures that the Treasurer General is directly involved in financial decision-making without overstepping governance boundaries; maintains financial transparency and oversight, preventing unilateral financial actions and aligns with nonprofit best practices, ensuring strategic fiscal responsibility.
- d. Submitted by: Colonel Mike Farrell, USMC (Ret), Chief of Staff, MOWW Inc.
- e. **The C&BL Committee recommends adoption of this amendment.**

Supporting Constitutional Amendments to MOWW Bylaws, Article 4, Section D. The Treasurer General (TG)

Item 2 is the proposed amendment to the MOWW Bylaws to make the Treasurer General a non-voting member of the Board of Trustees. The proposed amendments 2.a. is submitted to support the proposed amendment 2. If 2 is approved by the delegates at Convention, then amendments 2.a. will be brought

forward for a vote as well. If 2 is not approved by the delegates at Convention, then 2.a. will not be submitted.

2.a. Proposed Amendment to MOWW Constitution Article V, Section 2, Paragraph C.

- a. Current Language: Paragraph C. The Military Order of the World Wars (MOWW, Inc.) will have only one Board of Trustees comprised of three trustees nominated by the Commander-in-Chief (CINC) and confirmed to hold three-year terms by the General Staff at annual Convention. In addition, the CINC will nominate one of those three members as the Chair, MOWW, Inc., Board of Trustees, and the General Staff in convention will confirm that CINC nomination annually. Trustee terms of office will overlap by one year to promote continuity of operations and financial stability. With one exception, no member of MOWW's Executive Committee of the General Staff (EXCOM), i.e., MOWW, Inc., Board of Directors, may be a member of the MOWW, Inc., Board of Trustees, and vice versa. That sole exception is a trustee's membership in the Council of Past Commanders-in-Chief (CPC), e.g., a Past CINC's election as the Chair, CPC, will not preclude their membership on the MOWW, Inc., Board of Trustees. *[Amended in 2018 MOWW Convention]*
- b. Proposed Language: Paragraph C. The Military Order of the World Wars (MOWW, Inc.) will have one Board of Trustees comprised of three trustees nominated by the Commander-in-Chief (CINC) and confirmed to hold three-year terms by the General Staff at the annual Convention. In addition, the CINC will nominate one of those three members as the Chair, MOWW, Inc., Board of Trustees, and the General Staff in Convention will confirm that CINC nomination annually. Trustee terms of office will overlap by one year to promote continuity of operations and financial stability. With two exceptions, no member of MOWW's Executive Committee of the General Staff (EXCOM), i.e., MOWW, Inc. Board of Directors, may be a member of the MOWW, Inc., Board of Trustees and vice versa. These exceptions are the Treasurer General who is a non-voting member of the Board of Trustees and a member of the EXCOM, and a trustee who is elected the Chair of the Council of Past Commanders-in-Chief which brings with it a seat on the EXCOM.
- c. Rationale. This amendment is necessary should the amendment making the Treasurer General a non-voting member of the Board of Trustees be approved in Convention.
- d. Submitted by: Colonel (Ret) Mike Farrell, Chief Operating Officer, MOWW, Inc.
- e. **The C&BL Committee recommends adoption of this amendment.**

3. Proposed Amendment to MOWW Bylaws, Article 6, Section 1 to add the National Youth Civics Summit to the list of Standing Committees

- a. Current Language: SECTION 1. Standing National Committees. Except for the Executive Committee of the General Staff (EXCOM), the following committees shall serve as Standing Committees of the General Staff and of the National Convention:
 - A. Constitution & Bylaws Committee
 - B. Education & Training Committee [Section revised by National Convention approval in 2016]
 - C. Ethics Committee
 - D. Finance Committee [ADDED, 2018 MOWW Convention]
 - E. Homeland Security Committee

- F. Information & Publicity Committee [Sub-section revised by National Convention approval in 2012.]
 - G. Public Safety and Law & Order Committee. [Sub-section revised by National Convention approval in 2021]
 - H. Legislative and Resolutions Committee
 - I. Magazine Committee [Sub-section revised by National Convention approval in 2012.]
 - J. MOWW-Pershing Rifles Group Committee [Sub-section revised by National Convention approval in 2016]
 - K. National Convention & Seminars Committee
 - L. National Security Committee
 - M. Nominating Committee
 - N. Patriotic Education Committee
 - O. Scouting Committee. [Section revised by National Convention approval in 2019.]
 - P. Strategic Growth Committee. [Added by National Convention approval in 2021]
 - Q. Strategic Planning Committee
 - R. ROTC Committee
 - S. Veterans Affairs [Sub-section revised by National Convention approval in 2015]
- b. Proposed Language: SECTION 1. Standing National Committees. Except for the Executive Committee of the General Staff (EXCOM), the following committees shall serve as Standing Committees of the General Staff and of the National Convention:
- A. Constitution & Bylaws
 - B. Education & Training [Section revised by National Convention approval in 2016]
 - C. Ethics
 - D. Finance [ADDED, 2018 MOWW Convention]
 - E. Homeland Security
 - F. Information & Publicity [Sub-section revised by National Convention approval in 2012.]
 - G. Public Safety and Law & Order [Sub-section revised by National Convention approval in 2021]
 - H. Legislative and Resolutions
 - I. Magazine [Sub-section revised by National Convention approval in 2012.]
 - J. MOWW-Pershing Rifles Group [Sub-section revised by National Convention approval in 2016]
 - K. National Convention
 - L. National Security
 - M. National Youth Civics Summit
 - N. Nominating
 - O. Patriotic Education
 - P. Scouting [Section revised by National Convention approval in 2019.]
 - Q. Strategic Growth [Added by National Convention approval in 2021]
 - R. Strategic Planning
 - S. ROTC
 - T. Veterans Affairs [Sub-section revised by National Convention approval in 2015]
- c. Rationale: Eliminates the title “Committee” in each sub-bullet (A-T) as the addition of the word “Committee” is redundant to the Section 1 title “Standing National Committees”. The proposed revision eliminates the words “and Seminars” from subparagraph “K”. In short, the intent with the original naming of the Committee was to address the planning and execution by the committee of Convention-related seminars; the title as it currently stands is misleading in that

there is an implied perception that “and Seminars” refers to Youth Leadership Seminars. Additionally, since the Committee is already directly involved with the planning of Convention seminars, the current wording is redundant to the overall Committee title. The proposed revision adds subparagraph “T” wherein the *National Youth Civics Summit* Committee would function as a permanent committee as opposed to being an ad hoc committee as it has for two operating years. The ad hoc committee was established to facilitate the inaugural summit in July 2024, and the summit is now recognized as a permanent MOWW Outreach event funded by the MOWW Foundation. Instead of granting ad hoc committee status on an annual basis, a permanent committee status recognizes the summit as a needed patriotic education outreach event “For the Good of the Order”.

d. Submitted by: Lt Col David J. Worley, USAF (Ret), Chief Executive Officer, MOWW, Inc.

e. **The C&BL Committee recommends adoption of this amendment.**

4. Proposed Amendment to the MOWW Bylaws, Article 6, Section 1. Standing National Committees to combine the Homeland Security and National Security Standing National Committees

a. Current Language: SECTION 1. Standing National Committees. Except for the Executive Committee of the General Staff (EXCOM), the following committees shall serve as Standing Committees of the General Staff and of the National Convention:

- A. Constitution & Bylaws Committee
- B. Education & Training Committee [Section revised by National Convention approval in 2016]
- C. Ethics Committee
- D. Finance Committee [ADDED, 2018 MOWW Convention]
- E. Homeland Security Committee
- F. Information & Publicity Committee [Sub-section revised by National Convention approval in 2012.]
- G. Public Safety and Law & Order Committee. [Sub-section revised by National Convention approval in 2021]
- H. Legislative and Resolutions Committee
- I. Magazine Committee [Sub-section revised by National Convention approval in 2012.]
- J. MOWW-Pershing Rifles Group Committee [Sub-section revised by National Convention approval in 2016]
- K. National Convention & Seminars Committee
- L. National Security Committee
- M. Nominating Committee
- N. Patriotic Education Committee
- O. Scouting Committee. [Section revised by National Convention approval in 2019.]
- P. Strategic Growth Committee. [Added by National Convention approval in 2021]
- Q. Strategic Planning Committee
- R. ROTC Committee
- S. Veterans Affairs [Sub-section revised by National Convention approval in 2015]

b. Proposed Language: SECTION 1. Standing National Committees. Except for the Executive Committee of the General Staff (EXCOM), the following committees shall serve as Standing Committees of the General Staff and of the National Convention:

- A. Constitution & Bylaws Committee
 - B. Education & Training Committee [Section revised by National Convention approval in 2016]
 - C. Ethics Committee
 - D. Finance Committee [ADDED, 2018 MOWW Convention]
 - E. Information & Publicity Committee [Sub-section revised by National Convention approval in 2012.]
 - F. Public Safety and Law & Order Committee. [Sub-section revised by National Convention approval in 2021]
 - G. Legislative and Resolutions Committee
 - H. Magazine Committee [Sub-section revised by National Convention approval in 2012.]
 - I. MOWW-Pershing Rifles Group Committee [Sub-section revised by National Convention approval in 2016]
 - J. National Convention & Seminars Committee
 - K. National Security Committee
 - L. Nominating Committee
 - M. Patriotic Education Committee
 - N. Scouting Committee. [Section revised by National Convention approval in 2019.]
 - O. Strategic Growth Committee. [Added by National Convention approval in 2021]
 - P. Strategic Planning Committee
 - Q. ROTC Committee
 - R. Veterans Affairs [Sub-section revised by National Convention approval in 2015]
- c. Rationale: The proposed amendment removes the Homeland Security Committee from the list of standing committees within the MOWW. The Homeland Security program will be integrated into the National Security program and fall under the direction of the National Security Committee Chair. National security and homeland security are inherently interconnected with overlapping mission areas. Prior to 9/11, these functions were not distinct, and their current separation within MOWW creates redundancy in responsibilities and reporting structures. Combining the committees will streamline operations by eliminating unnecessary overlap and ensuring a more efficient allocation of resources. Chapters are currently required to submit separate reports and nominations for homeland security and national security awards. By integrating these programs, we eliminate the need for standalone homeland security submissions, thereby simplifying reporting requirements for chapters and reducing workload at the local level.
- d. Submitted by: Mike Farrell, Chief of Staff, MOWW, Inc.
- e. **The C&BL Committee recommends adoption of this amendment.**

Proposed MOWW Constitution Amendments Recommended for Adoption by the Committee:

1. **Proposed Constitution Amendment to Article III, Section 2 to Allow Virtual Participation and Voting when the Order is in Convention**
 - a. Current Language: SECTION 2. Supreme Authority. The supreme authority and direction of the Order are vested in the Order in convention, subject only to the Order's Constitution and Bylaws.

- b. Proposed Language: SECTION 2. Supreme Authority. The supreme authority and direction of the Order are vested in the Order in convention, subject only to the Order's Constitution and Bylaws.

A. In-Convention Definition

1. For the purposes of executing supreme authority as convention delegates and members of the General Staff who might participate virtually or in-person, "In Convention" is defined as:
 - a. Virtual attendance occurring simultaneously with in-person attendance at the scheduled convention.
 - b. Having virtual convention delegates and members of the General Staff be subject to the same rules and regulations as those members and delegates physically present at convention.
 - c. Virtual attendees being able to legally participate in the business of the Order as defined in the MOWW Constitution & Bylaws.
 - d. Convention activities requiring a vote occurring in person or virtually using appropriate software tools, conference calls or other alternatives in a manner that will ensure a secure and anonymous vote.
 - e. Convention planners utilizing attendance and voting methods readily available to authorized virtual and in-person Companions.

B. Requirements of Virtual Convention Attendance.

1. In order to qualify virtually as a convention delegate, or member of the General Staff, a Companion shall register as a virtual convention attendee by a suspense date determined by the EXCOM.
2. Requirements and procedures for virtual registration are detailed in the MOWW Policy Manual.
3. There shall be a fee for the virtual attendance of a Companion. The fee shall be calculated by the EXCOM in order to defray the costs associated with the virtual option for attending Companions in the same manner that fees for a Companion attending in person are calculated using the costs associated with the in-person option.

- C. Approving Authority. The EXCOM shall select, if financially and technically feasible, a method of virtual attendance and voting that is secure, anonymous, and readily available to authorized Companions in order to carry out: voting procedures by members of the Nominating Committee; National Officer elections; and confirmation of delegate responses to proposed amendments.

- c. Rationale:

Companions within the Order are aging, and as a result, travel to annual convention sites is becoming more difficult. Additionally, the cost of attending a convention has increased steadily which may be an impediment to attendance by some Companions. Further, younger Companions who are employed full-time may find it difficult to plan time off to attend a convention with competing personal and family vacations. Because of these factors, recent conventions are frequented by fewer total Companions and fewer delegates. Consequently, the business of the Order is decided by few delegates when compared to the total number of Companions in the Order. Therefore, this constitutional amendment is proposed to allow Companions the option of attending a convention virtually in order to participate in the business of the Order.

Specifically, the expansion of Article III, Section 2 defines the term “in convention” so that its meaning is clear where it appears in other areas of the MOWW Constitution. Therefore, it becomes unnecessary to amend other sections of the MOWW Constitution where this term is used.

Further, by redefining the term “in convention,” the MOWW Constitution now permits Companions to participate in a convention virtually, thus increasing participation in the Order’s activities.

- d. Submitted by: LTC Michael Okin, USA (Retired), Past CINC
- e. **The C&BL Committee recommends adoption of this amendment.**

Should this amendment be passed in convention, the C&BL Committee offers the EXCOM the following proposed change to the MOWW Policy Manual, Chapter 4, Section D, Paragraph 1, subparagraphs d, e, f. (New). This advisory only so that the intent of the amendment is more clearly understood.

- a. Current Language: None
- b. Proposed Language:
 - d. Virtual Attendance at Convention
 - a. A Companion who is attending a convention virtually shall register by 1 July to allow administrative time to verify eligibility, obtain proper forms, and disseminate appropriate virtual convention procedures.
 - b. A registration fee shall be established for Companion attending the convention virtually. This fee will offset the expenses required to perform a virtual event and conduct virtual voting and may change yearly.
 - c. The National Convention & Seminars Committee and Headquarters Staff shall be responsible for developing the process by which virtual meetings are held and in which votes are taken for the Business Meetings to include:
 - i. For a slate of officers in the Nominating Committee meeting
 - ii. In National Officer elections

- iii. For Constitution & Bylaws Amendments
 - iv. For General Staff Meeting business proposals
- e. Execution of a Simultaneous virtual Convention with an In-Person Convention.
- 1) The National Convention & Seminars Committee and Headquarters Staff shall ensure that virtual activities and legislative actions be performed in a secure and anonymous fashion utilizing methods that are readily available to authorized Nomination Committee members, convention delegates and members of the General Staff.
 - 2) The National Convention & Seminars Committee and Headquarters Staff shall recommend to the EXCOM a method for casting virtual ballots ensuring security and anonymity of Companions.
 - 3) The EXCOM has the final decision-making authority in all situations involving the holding of virtual convention activities and legislative actions such as voting.

2. Proposed Constitution Amendment to Article V, Section 2, Paragraph C.

- a. Current Language: The Military Order of the World Wars (MOWW, Inc.) will have only one Board of Trustees comprised of three trustees nominated by the Commander-in-chief (CINC) and confirmed to hold three-year terms by the General Staff at annual Convention. In addition, the CINC will nominate one of those three members as the Chair, MOWW, Inc., Board of Trustees, and the General Staff in convention will confirm that CINC nomination annually. Trustee terms of office will overlap by one year to promote continuity of operations and financial stability. With one exception, no member of MOWW's Executive Committee of the General Staff (EXCOM), i.e., MOW, Inc., Board of Directors, may be a member of the MOWW, In., Board of Trustees, and vice versa. That sole exception is a trustee's membership in the Council of Past Commanders-in-Chief (CPC), e.g., a Past CINC's election as the Chair, CPC will not preclude their membership of the MOWW, Inc., Board of Trustees. [Amended in 2018 MOWW Convention]
- b. Proposed Language: The Military Order of the World Wars (MOWW, Inc.) will have only one Board of Trustees comprised of three trustees nominated by the Commander-in-chief (CINC) and confirmed to hold three-year terms by the General Staff at annual Convention. In addition, the MOWW Treasurer General will serve as a non-voting member. The CINC will nominate one of those three members as the Chair, MOWW, Inc., Board of Trustees, and the General Staff in convention will confirm that CINC nomination annually. Trustee terms of office will overlap by one year to promote continuity of operations and financial stability. With one exception, no member of MOWW's Executive Committee of the General Staff (EXCOM), i.e., MOW, Inc., Board of Directors, may be a member of the MOWW, In., Board of Trustees, and vice versa. That sole exception is a trustee's membership in the Council of Past Commanders-in-Chief (CPC), e.g., a Past CINC's election as the Chair, CPC will not preclude their membership of the MOWW, Inc., Board of Trustees. [Amended in 2018 MOWW Convention]
- c. Rationale. This amendment to the Constitution is required to ensure strong financial governance, strategic alignment, and organizational transparency. This change ensures that the Treasurer General is directly involved in financial decision-making without overstepping governance

boundaries; maintains financial transparency and oversight, preventing unilateral financial actions and aligns with nonprofit best practices, ensuring strategic fiscal responsibility.

- d. Submitted by: Colonel Mike Farrell, USMC (Ret), Chief of Staff, MOWW Inc.
- e. **The C&BL Committee recommends adoption of this amendment.**

3. Proposed Constitution Amendment to Article 5, Section 2, Subparagraph A

- a. Current Language: Paragraph A. The MOWW Convention will elect the following officers each year. Each of the following National Officers will hold office for one year or until his successor is duly elected and qualified.
 - 1) Commander-in-Chief
 - 2) Senior Vice Commander-in-Chief
 - 3) Vice Commanders-in-Chief (four each, with no two of whom coming from any one region)
 - 4) Treasurer General
 - 5) Judge Advocate General
 - 6) Surgeon General
 - 7) Chaplain General
 - 8) Historian General
- b. Proposed Language: Paragraph A. The MOWW Convention will elect the following officers each year. Each of the following National Officers will hold office for one year or until his successor is duly elected and qualified.
 - 1) Commander-in-Chief
 - 2) Senior Vice Commander-in-Chief
 - 3) Vice Commanders-in-Chief (four each, with no more than two coming from any one region)
 - 4) Treasurer General
 - 5) Judge Advocate General
 - 6) Surgeon General
 - 7) Chaplain General
 - 8) Historian General
- c. Rationale: The proposed change allows two Companions from a single Region to be elected as a Vice Commander-in-Chief (subparagraph 3). Times have changed. From a historical standpoint, when the original restriction was in place stating that only one Companion from a Region could serve as a Vice Commander-in-Chief, there were as many as 15-20 Regions with smaller geographical footprints from which to draw candidates from: today we have only 10 Regions covering a greater geographical footprint which, under the current restriction, means that four Vice Commanders-in-Chief are restricting 40% of the Order's geographical reach. Additionally, there are less Chapters from which to draw candidates thus further restricting the pool of eligible candidates throughout the other 60% of the country: it should be noted that some Regions also have a minimal number of fully functional Chapters with engaged Companions further restricting their pool of eligible resources. Furthermore, over the last five years it has often been a struggle just to fill all Region Commander billets: though the experience of being a Region Commander is not a requirement to becoming a candidate for a Vice Commander-in-

Chief position, the lack of that particular level of leadership experience has had a domino effect on the willingness of Companions to volunteer as Vice Commander-in-Chief candidates. In short, this all means that viable candidates are not emerging from all Regions. At this time, the Order needs to allow more of our movers-and-shakers to become candidates for leadership positions at the National Level, as they are critical to the lifeblood of the Order, while at the same time maintaining a sense of a reasonable representation of the Order's Regions. With our aging membership, the number of "active" members is rapidly declining, thus the reduced number of Companions who are willing to serve at the National level: currently there is an extensive number who are unable to do so simply due to the current regional membership make-up. Though one of the intents of the one-candidate-per-Region-restriction was so that one Chapter, Department, or Region does not dominate the leadership landscape, the two-candidate restriction still maintains that sense of checks-and-balances in today's environment. All-in-all, this amendment will open the doors to an additional pool of motivated and dedicated Companions who possess the skillsets needed and wish to selflessly serve at the National Level.

- d. Submitted by: Lt Col David J. Worley, USAF (Ret), Chief Executive Officer, MOWW, Inc.
- e. **The C&BL Committee recommends adoption of this amendment.**

AMENDMENTS CONSIDERED BUT NOT RECOMMENDED

The MOWW Constitution and Bylaws Committee considered the following proposed amendments but did not recommend them for consideration for a vote by the delegates to the MOWW Convention to be held in Tucson, AZ, in August 2025. Although not recommended, IAW MOWW Constitution and Bylaws Article VIII, the proposed amendments may again be proposed from the floor during the annual convention so long as they are not duplicative of another amendment already proposed for consideration, per Roberts Rules of Order (12th Edition), 10:26:3, "No main motion is in order that presents substantially the same question as a motion that was finally disposed of earlier in the same session by being rejected, postponed, indefinitely, or subjected to an objection to the consideration that was sustained."

1. Proposed Constitution Amendment to Article II, Section 1, Paragraph A to Open Membership in the Order to any Veteran of the Uniformed Services who served honorably on Active Duty.

- 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 of Senior Non-Commissioned Officer in the paygrades of E-7 through E-9 during the period 6 April 1917 to the present or to such later date as may be determined the Order during a National Convention. [Section revised by National Convention in 2024]
- 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 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).
- c. Rationale: In the current operating year, recruiting has been highly successful in the Senior NCO eligibility category. At the National Convention in 2024, the proposed amendment to allow all veterans to be eligible failed to meet the required three-fourths (3/4) vote of the delegates voting by only one vote 97 votes for and 33 votes against. The vote clearly demonstrated the will of the Companions to include all veterans as members. Therefore, it is prudent to support this demonstrated will and build on our recruiting success to expand eligibility to all veterans as so many other veteran groups have done.
- d. Submitted by: Region XIV Commander George T. "Ted" Parsons, CDR, USN (Ret)
- e. **The Constitution & Bylaws (C&BL) Committee does not recommend this amendment to the General Staff at Convention for approval for the following reasons:**

The amendment was submitted to the C&BL Committee on 6 December 2024, four months after passage of the amendment allowing membership to senior NCOs. While there has been a robust initial recruitment of senior NCOs, this was highly anticipated due to MOWW

involvement in JOTC/ROTC program where senior NCOs are employed. It is imprudent to conclude that this level of recruitment will continue at the initial pace.

It is inaccurate to assert that the will of Companions is demonstrated by the results of the vote at last year's convention. Only 130 Companion delegates voted in convention which represents approximately 2% of all Companions in the Order of which only 97 (1.5% of Companions) voted in favor of the expansion of membership eligibility. In OY 2023, a survey was sent to all Companions (approximately 6,300) in which the question of all veteran membership was addressed. Realizing that the Order had email addresses for about 50% of Companions, a return of nearly 1,000 surveys was considered significant. Of those that responded to the question of membership, only 40% supported all veteran membership. This, the Committee believes, is a better measure of the will of Companions, and indicates that those who advocate broader membership still have work to do to convince three-fourths of the membership that this will not fundamentally change the Order they joined. The positive results of opening membership to senior NCOs is a good start for advocates of broader membership to build consensus for this next expansion.

Before the C&BL Committee would choose to endorse and forward to the General Staff in Convention a recommendation for all veterans to gain membership eligibility, the Committee would like the Order to consider evidence supporting the assertion that dramatically changing membership requirements is for the good of the Order. Are membership gains during this operating year sustainable over multiple years? What unintended consequences to the Order, if any, have been identified by the Chapters? Have identified deficiencies in the Order been positively addressed by a change in membership? Would expanding membership affect the ethos of the Order? It is this Committee's belief that an amendment such as this is premature and should be delayed to allow sufficient time to assess the impact of last year's significant membership change before proceeding to opening membership to all veterans. Another poll of our membership after the expanded membership has been in place one year would be welcome as a source of insight for considering this amendment next year or the year after. We urge that the Order digest this initial, rather substantive change to our composition after one hundred years, before doubling down on that decision with so little time to reflect and assess. Let us preserve the consensus we have built by approaching change thoughtfully, deliberately, and holistically, and thus gain the clear approbation of seventy-five percent (75%) of the Order for such change.

Supporting Constitutional Amendments to Article II, Membership

Item 1 is the proposed amendment to the MOWW Constitution to make all US veterans eligible for MOWW regular membership. The proposed amendments 1.a. to 1.c. below are submitted to support the proposed amendment 1. If 1 is approved by the delegates at Convention, then amendments 1.a. to 1.c. will be brought forward for a vote as well. If 1 is not approved by the delegates at Convention, then 1.a. to 1.c. will not be submitted.

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

1. 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"

2. 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”
3. Rationale. See Rationale Submitted for Proposed Constitutional Amendment to Article II (Membership), Section 1 (Membership Classification), Paragraph A (Regular Membership).
4. Submitted by: Submitted by: Region XIV Commander George T. “Ted” Parsons, CDR, USN (Ret)

1.b. 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 eight 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: Submitted by: Region XIV Commander George T. “Ted” Parsons, CDR, USN (Ret)

1.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 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: Region XIV Commander George T. “Ted” Parsons, CDR, USN (Ret)

2. Proposed Constitution Amendment to Article IV, Section 1, to allow virtual as well as in-person attendance and voting at National Conventions.

- a. Current language: Section 1: Legislative Body. The legislative body of the Order will be the National Convention.
 - A. The MOWW Convention will meet annually at such places and dates as approved by the General Staff. Each chapter will be entitled to two (2) delegates-at-large and one additional delegate for every twenty-five (25) Members or major fraction thereof, in good standing as of the prior 30 June, in addition to the General Staff members. A member may only represent one chapter. Proxies will not be allowed. A duly accredited alternate may attend and vote in the absence of a delegate.
 - B. Members of the General Staff will also be delegates.
 - C. A quorum will consist of a majority of the accredited delegates in attendance at the Convention, but not less than twenty-five (25).
- b. Proposed language: Section 1. Legislative Body. The legislative body of the Order will be the National Convention.
 - A. The MOWW Convention will meet annually at such places and dates as approved by the General Staff. Each chapter will be entitled to two (2) delegates-at-large and one additional delegate for every twenty-five (25) Members or major fraction thereof, in good standing as of the prior 30 June, in addition to the General Staff members. A member may only represent one chapter. Proxies will not be allowed. A duly accredited alternate may attend and vote in the absence of a delegate.
 - B. All General Staff/statutory delegates plus chapter delegates shall be entitled to attend either in person or virtually by such electronic methods as the EXCOM shall approve, which will in its opinion effectively provide instant and reliable connections to the Convention proceedings. In preparing for a Convention, the EXCOM shall use reasonable efforts to provide electronic connections to all sessions in which candidates for office are to be elected, amendments to the Constitution or Bylaws are to be voted upon, and major policy decisions of the Order are to be discussed and/or voted upon.
 - C. All General Staff/statutory delegates plus chapter delegates in all categories of voting membership (regular, perpetual, and hereditary) shall be entitled to vote either virtually or in person at the Convention. Proxies are not permitted, and no member shall be entitled to cast more than a single vote even though that member belongs to more than one chapter. Actual attendance at a Convention, either in person or virtually, shall constitute a waiver of the member to any objection to any alleged deficiency in the notice given announcing the Convention.
 - D. To give effect to members' rights to attend, participate in and vote at the MOWW Convention:

- 1) All General Staff/statutory delegates plus chapter delegates, as determined by the EXCOM, shall be notified of its date, place and agenda by publication of a notice in the Order's national magazine, Officer Review, or national website at least sixty (60) days prior to the opening session of the Convention. In both cases, members shall be notified of all matters upon which votes are to be taken, the possibility of, or limitations upon, speaking to the issues, and/or making motions and nominations. Copies or summaries of amendments and major policies to be considered and voted upon shall be provided to the membership by inclusion in the national magazine, the national website or appended to, the electronic transmission inviting members to the Convention.
 - 2) The Order's inability to give such notice because of invalid postal or electronic addresses shall not be a cause to challenge or invalidate any action taken at the Convention, it being the obligation of each member to keep the Order informed of his/her current postal and/or internet address.
 - 3) If provisions are made at a Convention for secret balloting on any issue or upon votes to elect national officers of the Order, the presiding officer of the session shall make reasonable efforts to provide a method of secret balloting for those connected and voting electronically.
 - 4) A quorum to convene a Convention and each one of the sessions of the Convention at which votes are to be taken or in which elections are to be held shall consist of not fewer than twenty-five (25) members in good standing present in person or virtually by electronic connection.
- c. Rationale: At present, the National Convention can only be attended in person. This circumstance represents a disenfranchisement of our Companions that has existed way too long. Attending in person is a hardship for many aging, but deeply devoted, Companions of long-standing who would like to attend and participate, but for whom traveling has become difficult or too expensive. Many other Companions have family or work commitments preventing their attendance. The proposed amendment seeks to enable attendance by virtual connections, which are in use by many organizations, including various elements of this Order, and have been highly satisfactory and effective in allowing far-flung members to participate in their organization's meetings. We believe this feature will sustain and encourage increased interest in the Order.
- d. Submitted by: Region XIV Commander George T. "Ted" Parsons, CDR, USN (Ret)
- f. **The Constitution & Bylaws (C&BL) Committee does not recommend this amendment to the General Staff at convention for approval for the following reasons**: This amendment in proposing implementation of virtual attendance and voting at National Conventions is duplicative of one submitted before this one was received.
3. **Proposed Constitutional Amendment to Article IV, Section 1 to open voting in Convention to all members in good standing of the Order.**
- a. Current language: Section 1: Legislative Body. The legislative body of the Order will be the National Convention.

- A. The MOWW Convention will meet annually at such places and dates as approved by the General Staff. Each chapter will be entitled to two (2) delegates-at-large and one additional delegate for every twenty-five (25) Members or major fraction thereof, in good standing as of the prior 30 June, in addition to the General Staff members. A member may only represent one chapter. Proxies will not be allowed. A duly accredited alternate may attend and vote in the absence of a delegate.
 - B. Members of the General Staff will also be delegates.
 - C. A quorum will consist of a majority of the accredited delegates in attendance at the convention, but not less than twenty-five (25).
- b. Proposed language. Section 1: Legislative Body. The legislative body of the order will be the National Convention.
- A. The MOWW Convention shall meet annually at such places and dates as are approved in each year by the Convention Committee. All members in good standing shall be entitled and invited to attend to vote either in person or vote by such electronic methods as the EXCOM shall approve.
 - B. All members in good standing in all categories of voting membership (Regular, Perpetual, and Hereditary) shall be entitled to vote either electronically before or in person at the convention. Proxies are not permitted, and no member shall be entitled to cast more than a single vote even though that member belongs to more than one chapter. Actual attendance at a convention, either in person or by voting electronically, shall constitute a waiver of the member to any objection to any alleged deficiency in the notice given announcing the Convention.
 - C. To give effect to members' right to vote before or during the MOWW Convention.
 - 1) All members in good standing, as determined by the EXCOM, shall be notified of its date, place and agenda by publication of a notice in the Order's national magazine at least sixty (60) days prior to the opening session of the Convention. In addition, for those members who have provided the Order with valid electronic addresses, an invitation by electronic transmission shall be issued at least sixty (60) days prior to the opening session of the Convention. Copies or summaries of amendments and policies to be considered and voted upon shall be provided to the membership by inclusion in the national magazine, and shall also be included in, or appended to the electronic transmission inviting members to the Convention. The Order's inability to give such notice because of invalid postal or electronic addresses shall not be a cause to challenge or invalidate any action taken at the Convention, it being the obligation of each member to keep the Order informed of his/her current postal and/or Internet address.
 - 2) If provisions are made at a Convention for secret balloting on any issue or upon votes to elect national officers of the Order, the presiding officer of the session shall make

reasonable efforts to provide a method of secret balloting for those voting electronically.

- 3) A quorum to convene a Convention and each one of the sessions of the Convention at which votes are to be taken or in which elections are to be held shall consist of not fewer than twenty-five (25) members in good standing present in person or voting electronically.
- c. **Rationale:** Our National Convention is our Order’s governing body. The proposal seeks to open voting to all Companions in good standing who attend the National Convention to vote in person or electronically. At present, voting is limited to “delegates.” This system, which is cumbersome to operate, deprives many long-standing companions of the ability to have any real voice in issues presented at the National Convention. It is anticipated that with the expansion of the voting privilege, members will become much more involved in determining the Order’s affairs and policies. Currently, without the ability to influence matters by voting, many members, whose opinions would be valuable, fail to involve themselves in those determinations. Further, it is hoped that increased participation in voting will encourage a larger number of Companions to volunteer for service at the regional and national levels. Moreover, at present, the National Convention can only be attended in person. This circumstance represents a hardship for many aging, but deeply devoted, Companions of long-standing who would like to vote, but for whom traveling has become difficult or too expensive for some. Many other Companions have family or work commitments which prevent their attendance. The proposed amendments seek to enable voting by electronic means. We believe this feature will sustain and encourage increased interest in the Order.
- d. **Submitted by:** Region XIV Commander George T. “Ted” Parsons, CDR, USN (Ret)
- e. **The Constitution & Bylaws (C&BL) Committee does not recommend this amendment to the General Staff at Convention for approval for the following reasons:**
- 1) This Constitutional amendment assumes that there is a procedure to allow any MOWW Companion in good standing to participate virtually in a National Convention as a delegate-at-large. Only this year are we proposing an amendment that would create processes for virtual as well as actual attendance and voting at the National Convention.
 - 2) If the proposer of this amendment is interested in pursuing this objective, he can offer language to change the current requirements to determine who is permitted to vote in Convention when the amendment is offered opening up virtual participation.
 - 3) The Committee is concerned that this proposal to open voting to all members in good standing raises serious practical and philosophical concerns.
 - a) Under this proposal, theoretically, all 6,300 Companions of the Order could potentially choose to exercise their franchise and vote in Convention. This would make the Convention unwieldy and cumbersome as well as even more logistically challenging than it already is. We can only imagine a spirited debate about a controversial subject being conducted with a multitude of virtual participants: it is painful enough when we are all in the same room!

- b) Our Order, like the government of the United States has been run as a representative democracy. Our leaders are elected to represent us in Convention. Chapter commanders have tremendous leeway in appointing delegates from the chapter to represent the rest of the Companions in the Chapter. In fact, we would argue that the current process is underutilized, with only a small number of the available delegate slots in each chapter (especially in large and medium chapters) being filled.
- c) Finally, one major unintended consequence suggests itself to us. That is, potentially a large chapter or chapters that are in close proximity to a convention site, or that organize themselves to “get out the vote” virtually, could take over an issue and gain a positive result on an area of prime concern to them if they are not limited to a certain number of delegates.
- d) We recommend putting in place a system for virtual attendance and voting, working out the bugs over the next several conventions with the same delegate-structure, and then seeing what the possibilities are for expanding the franchise, perhaps by creating more delegate slots for each chapter.

Supporting Amendments which are required:

Item 3 is the proposed amendment to the MOWW Constitution to open voting in the National Convention to all members of the Order in good standing. The proposed amendments 3.a. to 3.c. below are submitted to support the proposed amendment 3. If 3 is approved by the delegates at Convention, then amendments 3.a. to 3.c. will be brought forward for a vote as well. If 3 is not approved by the delegates at Convention, then 3.a. to 3.c. will not be submitted.

3.a. Proposed Constitutional Amendment to Article V, Section 4 to open voting in Convention to all members in good standing of the Order.

- a. Current Language: Section IV. 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: [a list of positions from A-W follow]
- b. Proposed language: Section IV is deleted in its entirety and the remaining three (3) Sections are renumbered Sections 4, 5, and 6.
- c. Rationale: There is no need for Statutory Delegates if all members in good standing are entitled to vote in the affairs of the National Convention.
- d. Submitted by: Region XIV Commander George T. “Ted” Parsons, CDR, USN (Ret)

3.b. Proposed Bylaws Amendment to Article 8, Section 1

- a. Current language: SECTION 1. Bylaws Amendments. Any member or sub-division of the order may submit a proposal to amend the Bylaws of the Order by submitting such proposals to the Chair, Constitution and Bylaws Committee, at the address listed in the current National Directory of the Order by 15 March of each year. At the Committee's considered judgment, proposed amendments may be forwarded to the delegates to the MOWW Convention or not. Proposed amendments so submitted to the Committee but not recommended by the Committee for consideration at the next annual MOWW Convention may again be proposed from the floor during Convention. No other amendments from the floor will be considered with the exception of those tabled from the previous convention.
- b. Proposed language: Section 1. Bylaws Amendments. Any member or sub-division of the Order may submit a proposal to amend the Bylaws of the Order by submitting such proposals to the Chair, Constitution and Bylaws Committee, at the address listed in the current National Directory of the Order by 15 March of each year. At the Committee's considered judgment, proposed amendments may be forwarded to members in good standing attending the MOWW Convention or not. Proposed amendments so submitted to the Committee but not recommended by the Committee for consideration at the next annual MOWW Convention may again be proposed from the floor during Convention. No other amendments from the floor will be considered with the exception of those tabled from the previous convention.
- c. Rationale: the change from a system of voting delegates to one in which all Companions in good standing may vote necessitates this amendment because, if the system is changed, there would be no voting delegates and the group to which proposed amendments should be submitted would be those entitled to vote on the proposals—namely, all members in good standing.
- d. Submitted by: Region XIV Commander George T. "Ted" Parsons, CDR, USN (Ret)

3.c. Proposed Bylaws Amendment to Article 8, Section 3.

- a. Current language: Section 3. Approving Amendments to Bylaws. These Bylaws may be amended by the Order in National Convention by two-thirds (2/3) of the delegates voting provided that the chapters and members of the General Staff are given notice of such proposed amendment at least sixty days prior to the first convention session of the Convention at which they are to be presented for adoption.
- b. Proposed language: Section 3. These Bylaws may be amended by the Order in National Convention by two-thirds (2/3) of the members in good standing voting at the MOWW Convention, provided that the chapter and members of the General Staff are given notice of such proposed amendment(s) at least sixty (60) days prior to the first convention session of the Convention at which they are to be presented for adoption.
- c. Rationale: If the current system of voting delegates is replaced by allowing all companions in good standing to vote, then this amendment is a necessary conforming change.
- d. Submitted by: Region XIV Commander George T. "Ted" Parsons, CDR, USN (Ret)

4. Proposed Constitutional Amendment to Article VII, Section 3 to change the threshold for amending the Constitution from Three-Fourths (3/4) to Two-Thirds (2/3).

- a. Current Language: Section 3. Amendment Approval. The MOWW Constitution may be amended by the Order in National Convention by a three-fourths (3/4) vote of the delegates voting. The chapters and members of the General Staff must receive notice of such proposed amendments at least sixty (60) days prior to the first session of the National Convention, at which time the proposed amendments will be proposed for adoption.
- b. Proposed Language: Section 3. Amendment Approval. The MOWW Constitution may be amended by the Order in National Convention by a two-thirds (2/3) vote of the delegates voting. The chapters and members of the General Staff must receive notice of such proposed amendments at least sixty (60) days prior to the first session of the National Convention, at which time the proposed amendments will be proposed for adoption.
- c. Rationale. The last three Commanders in Chief have committed to modernizing the Order to make us more able and adaptable to today's environment. Constitutional amendments are crucial to the evolution and adaptability of MOWW as a viable organization. Requiring an excessively high threshold, such as a $\frac{3}{4}$ vote, can unnecessarily hinder progress and prevent the organization from making essential changes in a timely and effective manner. Here are key reasons to justify this change:
 - 1) Promoting Flexibility and Responsiveness. A $\frac{3}{4}$ threshold can create significant barriers to needed reforms, even when there is substantial support for a change. Lowering the threshold to 2/3 enables the organization to remain responsive to new challenges, emerging opportunities, and evolving needs, without being constrained by a minority that may oppose change. The 2/3 threshold still ensures that amendments have a strong level of consensus but allows the assembly to make progress more effectively.
 - 2) Preventing Minority rule. In practice, a $\frac{3}{4}$ threshold can give disproportionate power to a small minority of members, enabling them to block amendments that are widely supported by the majority. Lowering the requirement to 2/3 reduces the potential for a small group to wield excessive influence over the assembly's ability to update its constitution in line with the wishes of the broader membership.
 - 3) Aligning with Common Parliamentary Standards. Many organizations and governing bodies, including parliamentary assemblies, use a 2/3 majority as the standard for significant decisions like constitutional amendments. This is a widely accepted threshold that has proven effective in balancing the need for broad support with the capacity to enact meaningful change. Aligning with this standard would bring MOWW in line with the best standards used by U.S. Congress, other Veterans Organizations such as the American Legion and MOAA, and the standards established in Robert's Rules of Order.
 - 4) In summary, a 2/3 threshold for constitutional amendments preserve the principle of requiring broad consensus while making the process more adaptable, collaborative, and aligned with common governance practices. This change will support MOW's long-term

health by ensuring it remains flexible and adaptable enough to respond to new realities while still upholding stability and thoughtful deliberation.

- f. Submitted by: Colonel Mike Farrell, USMC (Ret), Chief of Staff, MOWW Inc.
- g. **The Constitution & Bylaws (C&BL) Committee does not recommend this amendment to the General Staff at Convention for approval for the following reasons:**
- 1) The Framers of the US Constitution made the threshold for amending the Constitution 3/4s of the States in order to ensure an essential consensus in a national federal republic. While they debated a 2/3s threshold, ultimately they came down on a more stringent benchmark. For those seeking rapid change, this can be frustrating, but in the long-run, it has served as a useful vehicle for building and sustaining consensus and avoiding a tyranny of the majority.
 - 2) Similarly, the MOWW Constitution adopted the 3/4s benchmark as a standard to ensure that its disparate chapters located around the country would be forced to achieve consensus when confronted with a major change or issue, but capable of moving rapidly when no controversy existed. Our Bylaws require a 2/3s majority vote to allow the organization to move more agilely on less central issues to our governance.
 - 3) The proposer of the amendment argues that the 3/4 vote requirement “can unnecessarily hinder progress and prevent the organization from making essential changes...” It must be observed that “progress” and “essential changes” often lie in the eye of the beholder. It rests on advocates of “progress” and “essential changes” to convince their Companions of the necessity and wisdom of the proposed change. To take the Order in a new direction or change long-established procedures and traditions should, necessarily, have a high-threshold for agreement in order to maintain the organization’s cohesion.
 - 4) The proposed amendment offers three reasons to justify the change:
 - a. Promoting Flexibility and Responsiveness. A lower threshold does make change easier and perhaps more rapid. That is not necessarily a virtue: in retrospect, some changes the organization has contemplated in the past that did not garner 3/4s approval were better not adopted. For the most part, dexterity is not a requirement for an organization such as ours: consensus-building and agreement will more effectively bind us together as we contemplate change.
 - b. Preventing Minority Rule. It is true that under our current processes, a quarter of voting delegates present can stop passage of amendments to the Constitution and By-Laws. But it can be argued, that a quarter of our membership represents a significant number of Companions. It is important to gain their support with new information, fresh arguments, and the passage of time—not by fiat from 66.1% of the Order’s Companions voting in Convention.
 - c. Aligning with Common Parliamentary Standards. While many organizations may have a two-thirds standard for changing their Constitutions and By-Laws, it does not necessarily follow that this constitutes a “best practice.” Roberts Rules of Order, 12th edition (2.10), as a matter of fact, recommends that if an organization has both a

constitution and by-laws, the constitution should be more difficult to amend than the bylaws or there is no point to having both documents.

- 5) The members of the C&BL believe that the Order has been well-served in its history by requiring a three-fourths majority of delegates meeting in Convention to alter our Constitution and By-Laws. It is unwise to change the rules while the Order is addressing a potentially divisive issue such as the composition of its membership lest the minority believe it is the victim of the majority attempting to gain its way by altering the definitions that govern passage of such dramatic changes. We are a dispersed, chapter-based organization that necessarily relies on consensus to allow us to maintain our connections with each other and commitment to the goals and objectives of the organization.

5. Proposed Constitutional Amendment to Article IV, Section 1 to provide for virtual attendance and voting at National Conventions

- a. Current language: Section 1: Legislative Body. The legislative body of the Order will be the National Convention.
 - A. The MOWW Convention will meet annually at such places and dates as approved by the General Staff. Each chapter will be entitled to two (2) delegates-at-large and one additional delegate for every twenty-five (25) Members or major fraction thereof, in good standing as of the prior 30 June, in addition to the General Staff members. A member may only represent one chapter. Proxies will not be allowed. A duly accredited alternate may attend and vote in the absence of a delegate.
 - B. Members of the General Staff will also be delegates.
 - C. A quorum will consist of a majority of the accredited delegates in attendance at the convention, but not less than twenty-five (25).
- b. Proposed Language: Section 1. Legislative Body. The legislative body of the Order will be the National Convention.
 - A. The MOWW Convention will meet annually at such places and dates as approved by the General Staff. All members in good standing shall be entitled and invited to attend either in person or virtually by such electronic methods as the EXCOM shall approve. The EXCOM shall use reasonable efforts to provide electronic connections in all sessions, but such connections must be provided for all sessions in which candidates for office are to be elected, amendments to the Constitution or Bylaws are to be voted upon, and major policy decisions of the Order are to be discussed and/or voted upon. In voting, each chapter will be entitled to two (2) delegates-at-large and one additional delegate for every twenty-five (25) members or major fraction thereof, in good standing as of the prior 30 June. A member may only represent one (1) chapter. Proxies will not be allowed, but a duly accredited alternate authorized by the chapter he or she represents may attend and vote in the absence of a delegate.

- B. For those members who have provided the Order with valid electronic addresses, an invitation by electronic transmission shall be issued sixty (60) days prior to the opening session of the Convention. Any members wishing to participate and vote virtually at the Convention, must be confirmed as a member in good standing by National Headquarters 45 days before the Convention. As appropriate, the presiding officer at each session shall permit confirmed members who are electronically connected to speak, offer nominations, make motions, and raise points of order, or the same basis as shall be permitted to those members present in person. Non-members, other than speakers or other guests invited by the EXCOM shall not be entitled to address Convention sessions.
- C. Members of the General Staff shall also be delegates, each entitled to cast a single vote.
- D. A quorum to convene a Convention and each one of the sessions of the convention at which votes are to be taken or in which elections are to be held, shall consist of not fewer than twenty-five (25) members in good standing present in person or virtually by electronic connection.
- c. Rationale: At present, the National Convention can only be attended in person. Offering MOWW Members the opportunity of participation by electronic connection allows Companions unable to attend the MOWW Convention to participate and vote at the MOWW Convention. Offering virtual participants will sustain and encourage increased interest and participation in the Order.
- d. **The Constitution & Bylaws (C&BL) Committee does not recommend this amendment to the General Staff at Convention for approval for the following reasons:** This amendment is duplicative of one received earlier by the Committee.

6. Proposed Constitutional Amendment to Article II, Section I, Paragraph A to open MOWW membership to all veterans.

- 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 or Senior Non-Commissioned Officer in the paygrades of E-7 through E-9 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. [Section revised by National Convention in 2024]
- 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 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).

- c. Rationale. The MOWW membership should allow full enlisted membership, based on the increased competence, maturity, education, and training of the enlisted soldier, sailor, airman, marine or guardian of the US Military.
- d. **The Constitution & Bylaws (C&BL) Committee does not recommend this amendment to the General Staff at Convention for approval for the following reasons:** this amendment was duplicative to one received earlier by the Committee.

7. Proposed Amendment to Bylaws, Article 4, Section C, 6 to give Chief of Staff voting privileges in Convention.

- a. Current Language: Notwithstanding his status as Commander of the National Headquarters Chapter, the Chief of Staff does not in consequence enjoy the right to serve as, or to be considered as, a voting delegate to any meetings of the General Staff or to the National Convention.
- b. Proposed Language: Notwithstanding his status as Commander of the National Headquarters Chapter, the Chief of Staff does not in consequence enjoy the right to serve as, or be considered as, a voting delegate to any meetings of the General Staff, but may, if he is a chapter delegate member in good standing, vote at the National Convention.
- c. Rationale: If a voting privilege includes all statutory and chapter designated delegates, there can be no reason to single out the Chief of Staff and deny him/her a vote when statutory and chapter delegates in the Order have been granted the right to vote.
- d. Submitted by: Region XIV Commander CDR George T. "Ted" Parsons USN (Ret)
- e. **The Constitution & Bylaws (C&BL) Committee does not recommend this amendment to the General Staff at Convention for approval for the following reasons:**
 - 1. The proposed language in this amendment acknowledges that being the "Commander of the National Headquarters Chapter, the Chief of Staff does not in consequence enjoy the right to serve as, or be considered as, a voting delegate to any meetings of the General Staff." However, "if he is a chapter delegate member in good standing," he may vote at the National Convention. Presumably, this allows the Chief of Staff to be a delegate at convention if he is a member of a chapter other than the National Headquarters Chapter. Unfortunately, this is an artificial distinction without merit since being a member of another chapter does not negate the Chief of Staff's role as the Chief of Staff, subject to the requirements of this position. Further, the proposed language does not eliminate the prohibition of the Chief of Staff serving as a voting delegate to any meetings of the General Staff. Therefore, the proposed language is confusing, and allows the Chief of Staff to serve sometimes as the Chief of Staff, and sometimes as a chapter delegate.
 - 2. In all committee assignments, including membership on the EXCOM, the Chief of Staff is an *ex officio* (non-voting) member. It is inconsistent to have the Chief of Staff be a non-voting member of the Executive Committee of the General Staff (EXCOM), yet be a voting member

to the General Staff, which includes the EXCOM, only at convention. Membership in another chapter does not nullify his/her status as Chief of Staff to the MOWW.

The Chief of Staff is an employed position in the MOWW, and it is an influential position. However, the Chief of Staff's role is to execute the policies set forth by the elected leadership that constitutes the General Staff and EXCOM. It is inappropriate if, as a voting delegate, the Chief of Staff advocates for a position that is contrary to the objectives of the General Staff. Although the Chief of Staff may differ with policies propagated by the General Staff, these differences should be discussed in the proper forums, and not in a general session when decisions are made and votes are cast.

ETHICS COMMITTEE | ANNUAL REPORT

1. Committee Members:

CHAIR LTC Dennis V. Christo, USA (Ret)
VICE Chair COL Robert F. Schlegel, Jr., USA (Ret)
MEMBER PCINC LTC Ruth L. Hamilton, 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 2024.

FOR THE GOOD OF THE ORDER

LTC Dennis V. Christo, USA (Ret)
Chair, Ethics Committee, MOWW

FINANCE COMMITTEE | ANNUAL REPORT

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 Marlon Ruiz 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) 2025 MOWW Budget. The FY 2025 budget contained a modest increase in top line expenses. The FY25 budget included increases in travel expenses, marketing, Phoenician Essay Contest Cash Awards, and a cost-of-living increase of 1.5% for three salaried HQs employees. Additionally, the FY 2025 budget now includes the budgeted revenues and expenses for the national convention.
- 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
- FY 2024 P&M Dividend Distributions. The FC reviewed the performance of the MOWW PM Funds as of 31 Dec 2024 and made a specific recommendation to the Executive Committee on the calculated P&M dividend distribution.
 - PM Fund distributions were sent via electronic means direct to chapter bank accounts utilizing MOWW payment system Bill.com. All Chapters were eligible.
- 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 2024.

- Financial Review. The Finance Committee commenced a CINC directed comprehensive review of the Orders Finances and will provide written recommendations to the EXCOM prior to the end of FY 2025 (31 DEC 2025).
- The Finance Committee reviewed and updated the written duties of the MOWW Treasurer General and the Chief of Staff, submitting recommended changes to the MOWW Policy Manual and the 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

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 2025 reporting deadline, five chapters have submitted applications for the Chapter Homeland Security Award. As examples of the chapters' accomplishments:

- The Col. Woolsey Chapter, CA, gave out a dozen homeland security-related awards, to include presenting two MOWW National First Place Law and Order Outstanding Service Awards, with articles about the awards run in the *Officer Review*. They presented at ten different community events on homeland security-related topics. They continued their support for visits of the LCS USS Santa Barbara, which runs coastal drug interdiction efforts.
- The Puget Sound Chapter, WA, honored their long-time sheriff with a Silver Patrick Henry Award. They held six chapter presentations related to homeland security, including presentations on cybersecurity protections, the history of the Pearl Harbor attack, preparations to commemorate the 100th anniversary of the first around-the-world flight, and the life of a Coast Guard family in rural Alaska.
- The Colorado Springs Chapter, CO, included homeland security items in all of their chapter newsletters, and had two relevant Chapters in Action items posted in the *Officer Review*.
- The MG Miles Chapter, NM, put out a press release following a homeland security-themed meeting featuring their local emergency management director. One of their companions gave presentations on the history of fingerprinting and of DNA investigations.
- The Fort Hood, TX chapter keeps its Companions updated on current issues via the National Defense Briefing Series website. They have held ongoing dialogues and support to their Congressional representative and with their local fusion centers.

As for the Committee and myself, we have been asked to put together a self-contained presentation on how Chapters can support homeland security programs; that presentation will hopefully be posted on the MOWW website by the time you read this, and please feel free to contact me directly if you would like a copy.

As both a personal and organizational note, this will likely be the last Homeland Security Committee report, as it is likely that a Bylaws amendment that reintegrates the Homeland Security Committee into the National Security Committee (where it came from initially) will pass. I look forward to working with you in the future on protecting the US homeland from within the National Security Committee.

FOR THE GOOD OF THE ORDER

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

INFORMATION & PUBLICITY COMMITTEE | ANNUAL REPORT

1. Committee Members:

Chair, Maj Robert Williams;	rbrtwill1@verizon.net
Vice Chair, CDR Ron Kirkland	rgseahorse@aol.com
Chuck Bennett	LPDChief@aol.com
Noreen Hodges	hodgesnh@yahoo.com
Martin Madera	martymadera@mac.com
Joseph Muhlberger	joseph.muhlberger@gmail.com
COL Kenneth McCreedy	kmccreedy1954@gmail.com
Robert Soderstrom	mowwatlanta@yahoo.com
Jenna Tomas	jtomas@moww.org
Patricia Williams	moww0419@aol.com
CS COL Michael Farrell	chiefofstaff@moww.org

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.”

3. Strategic Goal Assessment:

- a. 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) developed and published a Recruiting Guide which is available for Chapter Commanders and Companions at all levels can use to assist in their recruiting efforts.
 - The IPC supports and provides guidance and assistance to chapters publishing Chapter newsletters.
- b. 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)
- c. 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 Information and Publicity Committee (IPC) developed and published a Recruiting Guide which is available for Chapter Commanders and Companions at all levels can use to assist in their recruiting efforts.
 - The IPC supports and provides guidance and assistance to chapters publishing Chapter newsletters.
 - Have National Committees engaged chapters and regions in promoting ways to engage with their communities and increase visibility of local programs? (SG-3)
 - When received by the IPC Chapter Newsletter Coordinator, newsletters published by the chapters continue to be 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.
 - During OY 2023-24 thirty-nine (39) chapters forwarded chapter newsletters for posting to SharePoint. For OY 2024-25 the number has dropped to 32 due in part to the closure of 3 chapters and several other chapters no longer having the capability to publish newsletters.
- d. Strategic Goal Four (SG-4): Annually grow engaged and sustainable MOWW membership.
- Do Outreach Committees share chapter newsletters with other organizations to influence communication with MOWW Chapters? (SG-4)
 - The IPC Newsletter Coordinator continues to ensure 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.
 - During OY 2023-24 thirty-nine (39) chapters forwarded chapter newsletters for posting to SharePoint. For OY 2024-25 the number has dropped to 32 due in part to the closure of 3 chapters and several other chapters no longer having the capability to publish newsletters.
- e. Strategic Goal Five (SG-5): Increase revenues ensuring adequate financial resources to fulfill the Order's mission. (No associated metrics) – Not applicable
- f. 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)

- The Information and Publicity Committee (IPC) developed and published a Recruiting Guide which is available for Chapter Commanders and Companions at all levels can use to assist in their recruiting efforts. The Recruiting Guide includes links to various documents including selected “Tips and Guides”
- The listing of “Tips and Guides” on the MOWW website has been reviewed and revised. Items no longer valid have been deleted and guides are identified by their specific category. Selected Tips and Guides are linked from the Recruiting Guide.
- Do national outreach committees conduct training at the chapter or region levels? (SG-6)
 - The Chair and other Committee members continue to conduct training for the implementation of the Chapter Newsletter Self-Scoring Workbook and provide assistance when requested.

4. 2024/25 Projects and Assigned Tasks (Goals) toward achieving Strategic Goals

Newsletters: This is the second year for chapters to submit the MOWW Form 24, Chapter Newsletter Award Self-Scoring Work Sheet for consideration for the Chapter Newsletter Award.

Information and Publicity Chapter Program

- The IPC developed and published the Recruiting Guide for use by commanders and Companions in their recruiting efforts.
- The IPC completed a review of the listing of Tips and Guides located on the MOWW website under Resources which included deletion of some outdated, identifying the guides by subject and including a publication date. Some of the guides still require a review and update by various Outreach committees.

5. 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 22/23	OY 23/24	OY 24/25
Large Chapters	4	6	6
Medium Chapters	10	11	5
Small Chapters	4	8	7
Total	18	25	18

MOWW Form 24 Chapter Newsletter Self-Scoring Worksheet Submissions

Number of Chapters Submitting NL / Form 24		
	OY 23/24	OY 24/25
Large Chapters	7	8
Medium Chapters	12	10
Small Chapters	8	4
Total	27*	22

*Note: Beginning with OY 2023/24, use of the MOWW Form 24, Chapter Self-Scoring Worksheet was implemented for use by chapters. Only 27 of the 39 chapters which published newsletters completed and submitted the MOWW Form 24. For OY 2024/25 a total of 3 MOWW Forms 24 were submitted to the IPC.

5. Chapter Newsletter Submissions for posting to SharePoint

Newsletters Submitted to MOWW SharePoint

Note: The number of newsletters listed is based on the number of newsletters received for posting to MOWW SharePoint. As of 31 May 2025, a total of 289 chapter newsletters have been posted to SharePoint for OY 2024/25 which is down from the over 300 last operating year. This drop can be accounted for by both the number of chapters submitting newsletters and the reduction in number of newsletters actually being published by those chapters.

	OY 22/23	OY 23/24	OY 24/25
No. Chapters Submitting NL	43	39	33
Chapters Publishing 9-12 NL	29	29	23
Chapters Publishing 5 to 8 NL	8	6	5
Chapters Publishing Less than 5 NL	6	4	5

Chapters by Region	OY 23/24	OY 24/25
Region I	1/7	1/7
Region II	2/5	2/5
Region III	3/5	3/5
Region IV	3/8	3/8
Region V	2/8	3/8
Region VI	5/7	4/7
Region VII	1/6	0/5
Region VIII	9/12	8/11
Region XIII	6/7	5/7
Region XIV	5/10	4/10

Over the last three Operating Years, there has been a significant drop in the number of chapters (43 to 33), either no longer publishing newsletters or not submitting their published newsletters for posting to SharePoint. For the current Operating Year, the Order has seen three chapters close. These chapters previously routinely submitted newsletters (North Texas, LTG Middleton, COL Billie Stephens-Apache Trails). In addition, three chapters have either ceased publishing chapter newsletters or are not forwarding them for posting to SharePoint. (Clearwater, Phoenix, El Paso). This does NOT mean these chapters are NOT communicating with their Companions, they have chosen alternative means to do so, such as e-mail and/or social media (face book and website). Several other chapters have chosen alternative methods of communication rather than newsletters.

6. Recommendations.

- Chapters are reminded that the chapter newsletters are included in the MOWW National Archives by the Historian General and consequently, are an integral part of the history of their Chapter and the Order. According to the Historian General, currently, only “hard” printed copies of the newsletters, downloaded from the SharePoint, can be archived in the MOWW National Archives. An alternative method of archiving the newsletter files for historical purposes should be investigated.
- Chapters are 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.
- Chapters are encouraged to increase the distribution of their newsletters to other organizations in their local area which would serve to increase the visibility of the Chapter and the Order.

7. Conclusions.

- For OY 2024/25, the Newsletter SharePoint site contains a total of 373 newsletters from thirty-four chapters down from the previous OY.
- Approximately half of the Chapters publishing newsletters, do so on a reduced basis (either 6 per year or 3-4 per year rather than on a monthly basis – i.e. only during the months the chapter meets.
- Chapters often distribute the newsletters only to the members of their chapter and do not use the newsletters as a publicity and recruiting tool outside of the chapter; chapters use alternative methods to communicate with their companions - i.e. email, website, social media, etc.
- Chapters continue to 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 to the Chapter NL Coordinator for posting to SharePoint.

FOR THE GOOD OF THE ORDER

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

LEGISLATIVE & RESOLUTIONS COMMITTEE | ANNUAL REPORT

The Legislative & Resolutions Committee received one request for a resolution during the year 2024-2025. It was a resolution concerning **stolen valor** from the El Paso Chapter. The purpose of the resolution is to state the Military Order of World Wars position against acts of stolen valor and its condemnation of all acts of misrepresentation involving military awards and decorations.

The resolution has been approved by the committee. Supporting documentation is attached to this report for approval at the Military Order of the World Wars, in convention in Tucson, Arizona, 5-9 August 2025.

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: Preserve Military Valor and the Integrity of Military Honors

PROPOSED NATIONAL RESOLUTIONS

PRESERVE MILITARY VALOR AND THE INTEGRITY OF MILITARY HONORS

WHEREAS, the Medal of Honor and other military decorations represent the highest standards of valor, sacrifice, and dedication to the United States, and are sacred symbols of the extraordinary service rendered by members of the armed forces;

WHEREAS, the **Stolen Valor Act of 2005** sought to protect the integrity of military honors by criminalizing any false claims about receiving such awards, regardless of intent, yet was deemed unconstitutional by the U.S. Supreme Court in **United States v. Alvarez (2012)** for overstepping First Amendment protections;

WHEREAS, the **Stolen Valor Act of 2013** appropriately narrowed its scope to target fraudulent claims of military honors made with intent to gain tangible benefits, aligning with constitutional principles but leaving misrepresentation without fraudulent intent unaddressed;

WHEREAS the current legal framework, while safeguarding against material harm, fails to address the broader ethical and symbolic harm caused by false claims and unauthorized displays of military awards;

WHEREAS, the unintended consequences of the Supreme Court's ruling and the revised law include public confusion about the importance of safeguarding the legacy of military honors, with family members and the general public often unaware of the deep significance and ethical responsibilities tied to the earning and display of these awards;

WHEREAS, the Military Order of the World Wars (MOWW) steadfastly advocates for the highest ethical standards in the recognition and preservation of military service and valor;

NOW, THEREFORE BE IT RESOLVED that the Military Order of the World Wars, in convention in Tucson, Arizona 5-9 August 2025 condemns all acts of misrepresentation involving military awards and decorations, regardless of intent, as they diminish the sacrifices of legitimate recipients and erode public trust in the integrity of military service.

MAGAZINE COMMITTEE | ANNUAL REPORT

The MOWW Magazine Committee held its annual meeting on 10 January 2025 to identify *Officer Review*[™] magazine articles from 2024 for 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
- PCINC LTC John H. Hollywood, USA (Ret)
- IPCINC Victor S. Perez, USA (Ret)
- CS Col Michael Farrell, USMC (Ret), Editor-in-Chief, *Officer Review*[™] (Ex Officio).

One Committee member was unable to attend the meeting, but submitted top five article information: CINC LTC Michael A. Okin, MD, USA (Ret).

All Committee members received Magazine Committee Guidance & Voting Procedures prior to the meeting. Each member submitted his/her top five articles from *Officer Review*[™] magazine issues January to December 2024. 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*[™], Col Farrell, to provide an update on the magazine, article submissions, etc.

In his presentation, Col Farrell requested the Committee update MOWW Form 30 – MOWW Magazine Committee Procedures. He is looking at different platforms to make an online magazine more user-friendly, which would potentially reduce the number of printed and mailed copies of the *Officer Review*[™] magazine. Having Companions receive the online magazine will be a cost savings for the organization. He also mentioned that a survey, which will include the magazine format, distribution options, and a possible name change would be forthcoming. The biggest factor impacting the magazine's content is that the same authors and chapters make regular submissions and others don't submit anything. More authors and chapters need to be engaged.

Committee members then proceeded to rank-order the complete list of most frequently selected articles to determine a First Place Prize, a Second Place Prize and three Honorable Mention Prizes in accordance with the VADM Dyer Writing Award criteria. MOWW Staff contributors' articles were commended.

Award recipients will be announced at the 2025 MOWW National Convention Awards Luncheon. The prize amounts for winning articles are as follows:

VADM Dyer Writing Award Prizes:

- First Place Prize (one award at \$2,000)
- Second Place 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 (or others) personal military career experiences. Chapters should send photos of recent ceremonies with a short narrative for Chapters in Action. Companions can also submit articles on topics of historical interest for potential publication in the *Officer Review*[™] magazine.

This year, we will review the closeout account balance for VADM Dyer Writing Awards and may increase the amount of prize awards.

The Committee wants to focus more on our Outreach Programs. We are also looking to include more helpful information for Companions, such as benefits for veterans.

Please consider contributing an article about your experiences, a topic of your interest, or information about your Chapter's activities to help make our *Officer Review*[™] magazine compelling and comprehensive.

FOR THE GOOD OF THE ORDER,

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

MOWW-PERSHING RIFLES GROUP | ANNUAL REPORT

Committee Members- LTC (ret) Paul Farinella, Chair; LTC (ret) Carlton Witte Vice Chair

General Overview: The P/R-MOWW committee was formed as a liaison between Headquarters MOWW and the Pershing Rifles Group CEO, to keep the MOWW CINC informed as requested of the Pershing Rifles Group activities as they pertain to or can assist MOWW activities. Usually, it includes disseminating information, registration and participation about the MOWW NATCON in August and the Pershing Rifles NATCON in March of each year. Furthermore, if any military assistance from the Pershing Rifles Group, such as a Blackjacks Pershing Angels or a Pershing Rifles Color Guard or drill team is requested by a MOWW Chapter or Region, the committee facilitates the request to ensure compliance.

The Committee also provides information to MOWW chapters if they wish to interact/ speak with a nearby College / University Pershing Rifles unit concerning possible recruitment, or being a guest speaker, and or provide senior instructors / aids to assist a MOWW chapter at their YLC or YLS within the area the YLC/YLS is being conducted.

Since the signing of the MOU between Pershing Rifles and MOWW, some years ago, both groups at their command levels, have had a harmonious interaction and many Officers commissioned through ROTC who were also active Pershing Riflemen as cadets, have joined the Order as Companions, as well as convince their fellow Riflemen to join also.

Updating and keeping MOWW chapters informed on the College/ University location, of the changing number of Pershing Rifles units, as ROTC enrollment decreases in number, will be the emphasis of this committee in the new OY. In addition, we will continue to encourage MOWW chapters to interact with Pershing Rifle cadets as they plan their YLC, YLS and other chapter activities especially as the nation celebrates its 250th Anniversary.

FOR THE GOOD OF THE ORDER

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

NATIONAL SECURITY COMMITTEE | ANNUAL REPORT

1. Committee Members: Maryetta Beck (COL RET) Augusta Chapter
2. General Overview: This year was challenging due to multiple factors beyond control. Hurricane devastation, no internet and electricity for over 6 weeks and I had 2 major surgeries with 4 months recovery.
3. Projects and Assigned Tasks: I did send out 32 emails with only one response in January 25. I completed a power point presentation and sent it to Regional Commanders with an example of an appointment letter.
4. Assessment of progress toward achieving strategic goals: Power point presentation to all Regional Commanders.
5. Conclusions Minimal success. At the National Convention 2024, everyone from various committees signed in the meeting but this information was not sent or shared with the chairman of the committees in that meeting all national committees were present, but none were given by email or printed documents fellow companions contact information. On the MOWW National Directory it was incomplete with no information on who was the companion from each unit for the National Security committee, or any other committee. This oversight made it impossible to conduct any meaningful business. This is the second year that there have been NO committee members other than the chairman due to failure of communication breakdowns.
6. Recommendations: In the future the Committees should be made at the convention. Time needs to be spent with committee members to discuss the process and obtain all contact information and to discuss a plan moving forward as a committee to meet the Commander's strategic goals. When the committee is formed, then time can be set for Zoom meetings to determine if we can help each other.

FOR THE GOOD OF THE ORDER

Maryetta Beck, COL USA (Ret)
Augusta Chapter
Chair, National Security Committee, MOWW

NOMINATING COMMITTEE | ANNUAL REPORT

1. Committee Members:

- LTC Michael A. Okin, M.D., USA (Ret) – Chair
- BG Victor S. Pérez, USA, (Ret) - Vice Chair

2. General Overview: The Nominating Committee performs its annual duties in accordance with the MOWW Policy Manual including Appendix E, MOWW Candidate Nominating Process 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 2025 MOWW National Convention to be held in Tucson, Arizona. 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 Nominating 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.

Candidate 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 Companions 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 Nominating Committee to the convention delegates at a time specified by the Commander in Chief.

4. Recommendations: 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

MICHAEL A. OKIN, M.D., Lieutenant Colonel, USA (Ret)
Chair, Nominating Committee
Past Commander in Chief, MOWW

PATRIOTIC EDUCATION COMMITTEE | ANNUAL REPORT

1. Patriotic Education Committee (PEC) Members:

Chair: LtCol Dave Dunlap | MG Wheeler Chapter, AL;
Vice Chair: COL Bill Townsley | Hampton Roads Chapter, VA;
Vice Chair: David McCuiston | Northeast Florida Chapter,
CAPT Michael “Buz” Isban | West Valley, AZ;
CDR Ralph Lewis | Hill Country Chapter, TX
COL Stephen A. Shambach, USAF (Ret), Colorado Springs Chapter,
LtCol Marlon Ruiz | Santa Cruz Chapter, AZ;

Region Patriotic Education Coordinators:

LTC Michael Jarvis | Green Mountain Chapter, VT;
COL Mike Peck | Chicago Chapter, IL;
LTC Susann Kirlin (Ret) | Philadelphia Chapter, PA;
Maj Earl Johnson | Hampton Roads Chapter, VA;
Trent Laviano | Knoxville Chapter, TN;
LTC Gary O. Engen, USA (Ret) | Augusta Chapter;
COL Ken McCreedy, General Meade Chapter;
Tom Hart | Chapter, FL | Sun City Center, FL;
Col Carlos Quiñones | Puerto Rico Chapter, IL;
LTC Shaun McGarry | Col Jim Elmer Chapter;
BG Harold Bunch | North Texas Chapter;
CPT Virginia E. Wyrick, OKARNG | Col Woods Chapter;
CDR Ted Parsons | San Diego Chapter; MajGen Pendleton Chapter;
Ex Officio Members: YLC Directors, YLS Directors, and MOC Coordinators

2. General Overview for the Patriotic Education Committee:

- The PEC is responsible for promoting, guiding, administering, and assessing the Order’s Patriotic Education (PE) Outreach program and assisting chapters toward achieving attractive, and high-impact PEP programs serving youth, community and the nation.
- These programs are 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.
- Projects and Tasks are aligned to the current the MOWW Strategic Plan and Goals. Success with them is based on them and assigned metrics detailed in Annex B of the plan.

3. Projects and Assigned Tasks:

- a. **Strategic Goal 1 (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
 - Stimulate strong and sustainable growth at chapter level in both the quality and quantity of supportable outreach programs and activities.

- 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)

- a. **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 2019-2024 and the number of MOCs for PY 2023 and 2024. This year we have 16 YLCs for 853 students and 15 YLS events for another 570 students.

PY	# YLCs	# Students	# YLSs	# Students	# MOCs
2024	16	853	17	570	21
2023	16	862	15	334	20
2022	14	577	10	171	
2021 *	7	320	4	34 & 346 virtual	
2020 *	3	90	6	129 + 170 virtual	
2019	17	1026	10	602	
* Years greatly affected by COVID					

- No new YLCs this year, NE-YLC, had to be cancelled and is having to relocate from Norwich University due to its no longer being able to accommodate the NE-YLC. The 2024 Arizona YLC, hosted and supported by the Arizona Chapters, was successful, but was difficult for some chapters due to distance. The YLC was deferred this year and is being considered for becoming multiple YLSs for stronger local identity for each of the hosting chapters. However, with rising attendance at our other YLCs, we almost had the same number of attendees

The Philadelphia Chapter, which hosts a YLC and 4 YLSs, hosted an inaugural YLS at the Niagara University ROTC Department to jump start a YLS for a sister Chapter in Region III. The Puget Sound Chapter, which hosts a large YLC, launched a YLS in November in Bremerton, WA and a few months later at the insistence of an inspired and energized YLC graduate, but not yet a high school graduate. He was both energy and who organized the launch of another YLS for the Chapter, but in Yakima located in east Washington.

- Six of the 16 PE-related forms (10a PEP Award Application, 10c Request for MOWW Insurance, 10d Massing of Colors, 10e Class in any Forum, 11 YLC After Action Report and 11e YLS After Action Report) were converted into online forms. Form 10a was greatly simplified and converted over a 5-month period and was released 8 May for first year use. Eight Zoom Q&A sessions were provided to help with transitioning to the newly released form. Each of the online forms when submitted is automatically sent to the MOWW Outreach Program Manager who creates a folder for the subject event's photo and video clips, the PEC Chair for follow-up on data, and the submitter for chapter record. Form 10a also is auto-sent to the submitter's Region Commander.
 - Form 10c is designed to provide all the required information needed to request insurance and therefore minimize subsequent follow-ups to have all the information required for the insurance agent to prepare the proof of insurance and provide it to venue officials who are required to have the proof prior to authorizing venue use for MOWW volunteers.
 - 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. These programs can be captured using Form 10d and 10e respectively and subsequently recalled when needed.
 - MOWW develops and maintains a separate calendar for YLCs, YLSs and MOCs at the PEP page of moww.org. The calendars are the primary source for creating the drop-down lists for entering one of these 3 types of events in Form 10a. This year, the form allowed write-in inputs. Next year events will be limited to those listed in drop-down box for the event type. Write-ins will continue for the Other PEP-related events.
 - The Annual Phoenician Essay Contest is open to the top three students of each of the YLCs held in the 12 months preceding the September launch of the contest. Only thirteen of 48 eligible students competed in the 2024 contest. The contest ran smoothly and adhered to the current revision of the contest process. The contest winners were:
 - 1st Place (\$3000 cash prize) Mason Bradley Meredith, Rocky Mountain YLC
 - 2nd Place (\$2000 cash prize) Vaughn Aleksander Slivka, Rocky Mountain YLC
 - 3rd Place (\$1000 cash prize) Zane Michael Pryor, Schreiner University (TX) YLC
- b. **Goal Two (SG-2):** Expand our impact through alliances and strategic partnerships with organizations that align with our mission. Forms 11, 11e and 10d if used as designed can provide an annual record of organizations supporting a YLC, YLS or MOC and the level and type of support. Regions VIII and VII use these forms extensively.

c. **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. The Huntsville MOWW YLC hosted by the MOWW Chapter has a built a partnership with National Sojourners and Scottish Rites which has sponsored 25 students to the YLC for each of the last two years. This year they expect to do the same.

5. Conclusions.

- The MOWW PE footprint has not yet returned to its pre-COVID level, but should by the end of PY 2025. We are better using technology, responding to changes, including price hikes and venue restrictions. A few YLCs restructured to be non-overnight multiday events, but maintained contacts and rhythm with brief and little 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 and getting other organizations to participate in MOWW events gives them exposure to MOWW and our mission. Participating in what other organization 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 also increases visibility for MOWW and its missions. Partnering such that the other organizations retain their identity is likely to benefit them and MOWW.

6. Recommendations.

- 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 PE information at chapter level deemed to benefit Chapter PE programs.
- 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 and Girls State do.
- 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

1. Committee Members:

- Chair: Paula Mitchell, CPT, USA Former
- Vice Chair: MAJ Nelson Gonzalez
- James Haney, MAJ, USMC Retired
- Chuck Bennett, HPM
- Ferris Garrett, Lt Col, USAF Retired
- CW4 Gary Smith, USA Retired
- William Stefanou, 2LT

2. General Overview: The Committee has provided opportunities through their Facebook (FB) group “MILITARY ORDER OF THE WORLD WARS PUBLIC SAFETY, LAW & ORDER OUTREACH”. The committee focuses on all public safety functions by supporting and participating in related programs and to enhance first responder capabilities within their communities in partnership with local authorities. Additionally, we recognize public servants who excel in the PS/L&O arenas to include all first responders, criminal justice, attorneys, judges and other comparable officials.

3. Projects and Assigned Tasks: The primary activities include the annual chapter award submissions and the nominations of both Exceptional & Outstanding Law Enforcement Personnel. Using the Facebook group, suggestions and issues for chapters to consider for implementation at the local level are shared.

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

Strategic Goal One (SG1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.

1. The Committee did not make any changes to the award forms. The Committee will re-evaluate the forms next year based upon two years of utilization.
2. The Committee Facebook page promotes ideas for chapters to implement at the local level.

Strategic Goal Two (SG2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.

1. Information is shared on the Facebook page & national website related to PSL&O National Memorial & Recognition Days. It is hoped that chapters participate in local activities related to those recognitions
2. Chapters are encouraged to invite PSL&O agencies to participate in local Massing of the Colors and other Chapter activities. These are often cited in the Chapter award submissions.

Strategic Goal Three (SG3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies, and local community engagement.

1. Facebook posts about how to enhance PSL&O in your chapter and related activities of chapters.

Strategic Goal Four (SG4): Annually grow engaged and sustainable MOWW membership.

1. Encouraged chapters through Facebook posts to recruit potential MOWW members or patriots who may be currently serving as PSL&O members in local agencies.

Strategic Goal Six (SG6): Increase the number of chapters and strengthen existing chapters.

1. The Committee chair and vice chair are continuing into the next year as are several participating members. Recruitment of additional members for the next year should enhance the committee's activities and communication.
5. **Conclusions.** The Committee will continue to provide Public Safety-Law & Order outreach program opportunities through social media. Expanding communication to the Region & Chapters will enhance the activities of the existing programs at the local level and encourage a higher participation rate.
6. **Recommendations.**
 - Expand committee membership.
 - Schedule monthly meetings.
 - Increase committee communication with Regions & chapters
 - Maintain Facebook page and explore other social media, e.g. Instagram to promote activities.
 - Identify National Public Safety, Law & Order organizations that HQ MOWW could establish national alliances with, as well as identifying opportunities for Chapters to seek local partnerships.

FOR THE GOOD OF THE ORDER

CPT (USA, Former) Paula Mitchell
Chair, Public Safety, Law and Order Committee, MOWW

RESERVE OFFICER TRAINING CORPS (ROTC/JROTC) COMMITTEE | ANNUAL REPORT

1. ROTC Committee Members:

- Chairman: CWO4 David McCuiston | Northeast Florida Chapter, FL; 423-402-1643; mowwrotccwo@outlook.com.
- Vice Chair - ROTC: COL Vince Ogilvie | Northern Virginia Chapter, VA; 703-314-5180; vrogilvie@gmail.com.
- Vice Chair – JROTC: LtCol Joseph Muhlberger | Sun City Center Chapter, FL; 701-509-3883; joseph.muhlberger@gmail.com.
- Member: CPT Ron Hill | Atlanta Area Chapter, GA; 706-865-7087; sautee2127@outlook.com.
- Member: CDR Ralph Lewis | Northwest Florida Chapter, FL; 830-377-0915; ralph71@gmail.com.
- Member: LTC Steve Hodges | Clearwater Chapter, FL; 727-573-3594; shodges41@gmail.com
- Member: Col Jason Seal | Capt. Dillingham Memorial Chapter, HI; 808-277-7536; seal.jasonc@gmail.com
- Member: LTC Rich Moore | Greater El Paso Chapter, TX; 417-818-4497; rmoore@canutillo-isd.org
- *Ex Officio* Members: Region Commanders

2. ROTC Committee General Overview:

- Of the nine Outreach Programs (Policy Manual, Chapter 6.C.8.), the ROTC/JROTC Program, the ROTC/JROTC Recognition Program offers the Order and its Chapters the greatest impact in the ‘Serving Youth and Community’ emphasis. The annual goal for the Form 39 Reporting by chapters is 100 percent of all MOWW chapters submit a Form 39, regardless of the number of ROTC/JROTC Award of Merit sets presented each year.
- The MOWW ROTC/JROTC Committee provides managerial oversight for the Program. The Committee Chair and Vice Chairs keep the Region Commanders informed of changes and requirements for presenting the Award of Merit and reporting thereon, ensuring that accurate reports are submitted annually.
- The committee is responsible for supporting and monitoring the MOWW Chapters concerning activities and support of University/College Reserve Officer Training Corps (ROTC) and High School Junior ROTC (JROTC) programs. All ROTC & JROTC supporting documents were updated this year to ensure all levels of the Order are current on committee requirements and reporting.
- Guidance for meeting the requirements of the ROTC/JROTC Outreach Program is provided in the following areas:
 - Policy Manual, Chapter 6;
 - MOWW ROTC/JROTC Trifold Brochure (updated 2024-25 OY);
 - Policy Manual, Appendix J;
 - MOWW Website Store – ROTC & JROTC Awards;
 - MOWW Website – ROTC & JROTC locations nationwide;
 - MOWW Forms 34 – ROTC/JROTC Committee Guide;
 - MOWW Form 39 – ROTC/JROTC Program Award (E-Submission); and
 - MOWW Officer Review, April 2025 Edition.

- As of the date of this report, 44 chapters and 1 Cadre submitted a Form 39 for the 2024-2025 Year, which is the same as the previous year. Additionally, 5 chapters that submitted reports in 2024 did not file this year (including N. Texas and Troy Middleton, which have closed), and 4 chapters submitted in 2025 that did not submit in 2024. Essentially, only 63.4 percent of the 71 active chapters submitted a Form 39 for 2025.

3. **Projects and Assigned Tasks:**

Strategic Goal and Objectives for 2024-2025 Operating Year (OY)

- The ROTC Committee continued efforts to ensure that all MOWW Chapter supports all ROTC and JROTC programs within their geographical boundaries.
- Form 39: Working with Membership Director Justin Hiller, Form 39 was revised to ensure a more accurate ROTC/JROTC Annual Report submission.
- ROTC Tri-Fold: The Committee Chair, working with MOWW Headquarters, created a new ROTC/JROTC Tri-fold Brochure, which was subsequently distributed throughout the Order.
- The Committee Chair and Vice Chairs created the 2024-2025 Strategic Goals and distributed them to Region Commanders for further transmission to all chapters.
 - **ROTC/JROTC Committee Vision and Mission** Statements:
 - Vision: Every ROTC and JROTC unit within the MOWW Region and Chapter AOR is supported and reported using FORM 39.
 - Mission: Actively engage chapters to present ROTC and JROTC Awards of Merit and other MOWW awards in person to as many units as possible. Encourage chapter Companions to lead these presentations and document them with photographs suitable for publication.
 - **SG-1** – Influence, encourage, and assist in achieving 100% participation in the ROTC/JROTC Outreach Program.
 - **SG-2** – Provided 5 individual goals to assist chapters with their impact to create strategic partnerships with all ROTC/JROTC Units in their local areas.
 - **SG-3** – Encourage active award presentation in all ROTC/JROTC annual award ceremonies. Promote an active social media presence by all chapters.
 - **SG-4** – Advertise MOWW ROTC/JROTC Outreach Program Awards of Merit; update current listings of all Service ROTC/JROTC programs nationwide.
 - **SG-5** – Encourage chapters to fundraise as much as possible.
 - **SG-6** – Increase the number of chapter ROTC/JROTC awards and encourage active participation with ROTC/JROTC units in their local areas.

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

- Following the receipt of all FORM 39 ROTC/JROTC Reports, the Committee Chair analyzes the data to determine areas needing improvement to help achieve 100% participation by all chapters in the Order.

- The Committee Chair will create a database of all MOWW Chapters with the numbers and location of all ROTC and JROTC Units of which they present Awards of Merit. The information will be used to create annual goals for the ROTC/JROTC Committee and to influence collaboration between chapters and ROTC/JROTC Units.
- Update Strategic Goals for the 2025-2026 operating years accordingly.
- Update ROTC/JROTC Outreach Programs as needed to ensure all data matches correctly.

5. **Conclusions:**

- Chapters that submitted Form 39 reports are commended for their continued support of all ROTC and JROTC programs.
- High Praise to those chapters who collaborated with ROTC/JROTC units with their projects and events.
- Chapters are commended for contacting the ROTC Committee by email and phone with help questions and comments about MOWW ROTC information in publications and Forms.
- As shown above, there is room for improvement within the Order to further impact the ROTC/JROTC Outreach Program. The Committee Chairs, Region Commanders, and Chapter Commanders need to encourage chapters to participate in the program actively.

6. **Recommendations:**

- Chapters can reach out to JROTC Units that only have one Instructor to offer any help that they require. There is a current shortage of JROTC Instructors for all services. Running a JROTC Program is hard enough for two Instructors, let alone one.
- Now that MOWW qualifies for tax-deductible donations, the Committee will recommend avenues for seeking fundraising opportunities to help finance ROTC/JROTC awards. Region and Chapter Commanders can research their areas as well.
- Chapter Commanders that did not submit a Form 39 ROTC/JROTC Report are asked to provide the MOWW ROTC/JROTC Committee Chair with the reason for not participating in this Outreach Program, and what is needed for them to improve their participation in this major Outreach Program.

FOR THE GOOD OF THE ORDER

CWO4 David McCuiston, U. S. Navy (Ret)
Chair, ROTC/JROTC Committee

SCOUTING COMMITTEE | ANNUAL REPORT

I. Committee:

Chair: COL Robert F Schlegel
Vice Chair - Boy Scouts: CPT Carter Wood
Vice Chair - Girl Scouts: HPM Linda Ebert-Aruff
Secretary: Vacant

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:

1. Scouting America: As announced at the May 2024 BSA National Annual Meeting (NAM), in Orlando, the organization has changed its brand – it is to be known as “Scouting America” (SA) and that change was 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.
2. BSA Continues After COVID- This was the third year of recovery from COVID19, 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.
3. BSA Bankruptcy: The bankruptcy was filed in February of 2020 and the final plan of emergence from bankruptcy was affirmed in April 2023. The final appeal from the bankruptcy settlement was dismissed early this year (2025) ending the years’ long filing. What is considered the nation’s 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 240+
 - a. 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.
 - b. 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.

- c. Many of the local councils had to sell property or borrow funds to meet the \$500 million contributed by them and reduced staff and found other ways to economize which sometimes hurt some peripheral programs (international camp staff exchange, for example).
- d. The SA's Chief Scout Executive, Roger Krone, is a former CEO of an IT conglomerate, and the volunteer Chair, 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. They have made many changes to increase efficiency and increase membership.

III. Projects and Assigned Tasks:

1. 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 one member serving as secretary,--recording the minutes.
2. Communications - The committee has periodically published a Scoutingram which has been distributed to commanders for distribution to Scouting outreach coordinators and others interested.
3. 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!!!!
4. We have considered having the patch in the MOWW store but for now it is well taken care of by the COL Roosevelt Chapter.
5. Certificates- The committee has worked closely with the Chief of Staff 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.
 - a. Continue to participate in BSA and GS/USA activities.
 - b. Through our Chair's membership on the SA National subcommittee on Community Relationships, we interact with other VSOs (VFW, AML, etc.) and service organizations

(Lions, Elks, Rotary, etc.) and other organizations supporting Scouting (Masons, Alpha Phi Alpha, APO, etc.)

- c. Regarding the renewal of the MOUs with the BSA and GS/USA, 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 (SC) 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 (such as \$\$ awards)
 4. Strategic Goal (SG) 4 – Annually grow engaged and sustainable MOWW membership. The committee seeks out companions interested in supporting Scouting at the chapter or national committee levels! By publicizing and making MOWW awards to companions in Scouting this serves as an attraction for Scouters who are veterans to join MOWW.
 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. LTC Paul Farinella at the COL Roosevelt Chapter still is the person to contact regarding the MOWW Scouting patches.
 6. Strategic Goal (SG)6- Increase the number of chapters and strengthen existing chapters. The Scouting committee has conducted training at the Region VI meetings and would like to do more.
- 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!

2. Companions at all levels seek out scout projects and other actions that deserve recognition with Bronze Patrick Henry Awards.
3. The committee prepared an article for the OR that is useful for companions/chapters in their outreach programs.
4. The Scouting Committee continues to “tell its story” at the 2025 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. A suggestion: 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 Girl 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

1. Committee Members: Paul Farinella, Adolfo Menendez, Michael Golden, David Lombardo, Jenna Tomas, Carrie Nielson, Angel Ortiz
2. The Strategic Growth Committee reviewed four critical areas that are vital to the future of MOWW: Membership, Marketing, Mentorship, and Money.
 - a. Membership: The role of Enlisted members in the last 9 months since admitted has been a success. As of June 1, 2025, 45 % of the new members have been enlisted, the remainder hereditary and Officers. Their contributions and involvement in the Chapters that have recruited them has been outstanding. Region I has involved enlisted members to recruit and restart a Chapter in Connecticut. Region III has 2 new enlisted members who are playing a lead role in MOWW involvement in the Army 250th Birthday in Philadelphia. Region V is working to add enlisted members to their new Chapter Cadre in North Carolina. The Delaware Chapter is using Junior enlisted to conduct its programs and are ready to join MOWW. The committee concluded it is not just filling seats or getting numbers it is getting quality recruits to full fill our mission. The committee endorsed adding all veterans to our membership rolls this year as members. The future is now!
 - b. Marketing and Communications: The committee recommends the continuation of the National marketing plan and recommends the Information and Publicity Committee help and provide best practices to chapters for advertising and external outreach for engaging influencers in the community. This can be done by providing sample marketing plans to include press releases, press conferences and methods to engage local radio and TV. Upon completion of Army 250th birthday, a packet will be available from this event. The yearlong promotion of America 250 programs can also be leveraged to enhance MOWW outreach.
 - c. Mentorship: The Committee recommends a National Mentorship program for all chapters to assist in developing succession plans for all chapters. Regions should adopt best practices and rewards for outstanding mentors who cultivate young members to grow MOWW. Regions I, III and V have instituted a young Leaders under 50 Award to a member who contributes the most to their chapter's accomplishing its Strategic goals, as part of this mentorship program. It is recommended that it be adopted at the National level FY 2025-2026.
 - d. Money: Fundraising along with recruiting members are the most challenging tasks that Veteran service organizations face. The cost of operating goes up every year and there is constant competition for gaining and maintaining members. Some ways to engage philanthropic organizations is by hosting them as speakers at MOWW Chapter events to include youth leadership meetings. Another recommendation is to hold a National Zoom on fundraising to share best fund-raising practices. Finally, the establishment of a Legacy fund program at the Chapter level to encourage long time members to contribute monies in their name to support the program or programs of their choice.
 - e. Additional topics discussed and reported out of committee:

- 1) Competitive dues options to keep pace with other VSO's by trying a 6-month dues reduction to attract new members. Dues categories options.
 - Under 40 Perpetual \$500
 - 40-60 Perpetual \$400
 - Over 60 \$350
 - Annual dues \$50
 - Biennial \$80
- 2) Automatic renewal payments for annual dues
- 3) Support America 250 Programs to leverage Association outreach for Marketing and currently fund.
- 4) Consolidation of Annual Reports - user friendly one page format like Chapter Activity report.
- 5) Direct shipment of items ordered from national and have them sent directly from vendor to Chapter, save Chapter's shipping costs.
- 6) Reorganization of Order. to eliminate each State Department Position and replace with Deputy Commander for each Vice CINC covering the VICE CINC Regions and Chapters.

For the Good of the Order

Joesph P. Kirlin III, COL, USA (Ret)
Chair, Strategic Growth Committee

STRATEGIC PLANNING COMMITTEE | ANNUAL REPORT

1. **General.** I would like to extend my sincerest personal gratitude and appreciation to all my Strategic Planning Committee (SPC) colleagues this past operating year (OY) for all the excellent support, professional insight, and dedicated planning effort. I particularly would like to also extend a special thanks to those standing committee members who entered the planning process mid-year into the OY2024 operational cycle, due to unforeseen personnel changes. Our standing committee this OY was a unique combination of standard vice commander in chief, senior past commander in chief invited consultants, hand-picked up-and-coming “rising star” (new to the Order) companions, and occasional invited technical subject matter resident MOWW expert briefers. All were significant contributors to our successful OY.
2. **Committee Authority.** As the duly appointed Chairman of the SPC and as authorized by CINC David J. Worley, Lt Col, USAF (Retired) in his committee appointment letter dated 1 September 2024, I hereby submit, on behalf of the SPC, the following annual committee report and recommendations.
 - a. Committee Guidance References. SPC OY2024 operational guidance includes the following and can be provided with a written request to the SPC chair.
 - i. HQ MOWW/CINC Intent and Priorities (OY 2024) Memo – 11 AUG 2024
 - ii. HQ MOWW/CS Committee Chair Guidance Memo (excerpts) – 27 AUG 2024
 - iii. HQ MOWW/Strategic Plan 2023-2028, Annexes A, B, and Attachment-C Committee-Related Metrics – OY2023-2024
 - b. Committee Action Plan. SPC OY2024 Action Plan focused on the following task objectives. Further details can be provided with a written request to the SPC chair.
 - i. Annual Policy Manual SPC Segment Review [Task-1]
 - ii. Annual Strategic Plan 2023-2028 (STRAT PLAN 23-28) Annex A (Implementation) and B (Metrics) Review [Task-2]
 - iii. Annual STRAT PLAN 23-28 Annex A, SECTION D, Phase II Strategic Goals Report Coordination Process Review [Task-3]
3. **Executive Summary.** All Committee task objectives were addressed and completed. Task-2 and Task-3 required comprehensive STRAT PLAN 23-28 (dated: 5 AUG 2023) Annex A (Implementation Plan – “the Plan” approved on 18 JAN 2024) content revision and recommendations for EXCOM consideration. The Committee recommendations offer updated strategic plan operational implementation guidance clarity based upon two previous years of fielded HQ MOWW datamining efforts and strategic plan “implementation effectiveness” product evaluation and “desired end-state achievement” impact tracking usage analysis. Revisions to the Plan also include updated HQ MOWW and SPC SGR revised coordination in SECTION E. Phase III on pages 4 and 5 of the revised Annex A (dated: 28 MAR 2025) submitted document. The Committee offers its recommendations fully understanding that the Plan will continue to undergo further annual review and periodic revisions, as our Order strategic planning focus and priorities undergo further modifications.
4. **Strategic Goals Progress Assessment.** One of the OY2024 SPC recommendations is to transition annual Strategic Goal Report (SGR) responsibilities from the previous OY generated HQ MOWW report

responsibility over to the SPC (from this OY forward). Having the senior vice commander in chief (SVCINC) leadership position serve as the SPC chair provides a unique and overarching MACRO comprehensive perspective in assessing our overall OY2024 strategic goals implementation progress, since the current published STRAT PLAN 23-28 was created and adopted in convention in OY2022. From an SPC chair perspective, I was tasked to review and complete a three-year (2022-2024) ongoing STRAT PLAN 23-28 comprehensive analytical review (to include accompanying Order leadership recommendations for EXCOM review and approval) to the one remaining Annex A – “Implementation” guidance document required to culminate and satisfactorily align the STRAT PLAN 23-28 strategic goal (SG) “concept development – implementation guidance – impact assessment” execution and envisioned project desired end-state. Comprehensive review of “the Plan”, coupled with a review of two subsequent operational years of actual chapter implementation field operational feedback and datamining by HQ MOWW yields the necessary progress information sought to determine tangible OY2024 general strategic goal (SG) project overall implementation and effectiveness for this annual report. Obtaining and reviewing two-years of tracked annual HQ MOWW FM-27 Chapter Activity Report (CAR) submitted chapter data input, along with compiling annually submitted Chapter Action Plans (CAP), regional and committee Annual Reports (AR), and the SPC post OY2024 recommendation to properly transition HQ MOWW annual Strategic Goals Report (SGR) submission responsibility handoff to the SPC provides a timely analytical SG tracking reference milestone tracking document that will be used in the coming operational out years to effectively identify SG goal objective relevance, identify SG progress trends, and recommend timely course of action (COA) adjustments, in a collective effort to provide our Order the best timely assessment “value-added” recommendations and consistent organizational evaluation results of its overall administrative, operational, and corporate managerial resources moving forward.

5. **Recommendations.** SPC offers the following recommendations for consideration.
 - a. STRAT PLAN 23-28 Annex A Update. Replace STRAT PLAN 23-28 Annex A (Implementation Plan – dated 18 JAN 2024) with the revised 28 MAR 2025 version.
 - b. STRAT PLAN 23-28 Publication Consolidation. Consolidate STRAT PLAN 23-28 and its two Annexes (A “Implementation” and B “Metrics”) into one PDF publication.
6. **Lessons Learned.** SPC OY2024 STRAT PLAN 23-28 annual revision efforts complete a three-year comprehensive Order revision of its vision, mission, and strategic goal realignment, along with gained practical field operational incubation period necessary to validate our Order’s strategic plan realignment “concept to practical field operational use” expectations. Submitted SPC revisions to STRAT PLAN 23-28 Annex A places it in proper phase alignment with its complimenting base concept document and field performance metrics application while also highlighting its vital nexus role between (strategic concept development considerations) and Annex B (strategic application and quantifiable metrics performance evaluation considerations). Having all integral strategic plan content consolidated in one STRAT PLAN 23-28 PDF publication reinforces and establishes a much needed strategic “initial concept development to field implementation to executable and quantifiable assessment feedback application” tracking cycle tool.

FOR THE GOOD OF THE ORDER

SVCINC MARLON RUIZ, LT COL, USAF (Retired)
Chair, Strategic Planning Committee, MOWW

Strategic Goal Report OY 2024

1. **General.** The Strategic Planning Committee (SPC) generates an annual Strategic Goals Report (SGR) which is published and included in the annual MOWW National Convention Almanac. The SGR provides a summary report on Strategic Plan 2023-2028 (STRAT PLAN 23-28) goals implementation progress during the Order operating year (OY).

ANNUAL STRATEGIC GOAL REPORT (SGR) SNAPSHOT STATUS												
GOALS	SG-1 OUTREACH		SG-2 ALLIANCES		SG-3 VISIBILITY		SG-4 MEMBERSHIP		SG-5 REVENUE		SG-6 GROWTH	
	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
SG REQUIREMENTS	TRACK REQUIREMENTS	MEETS REQUIREMENTS	TRACK REQUIREMENTS	TRACK REQUIREMENTS	TRACK REQUIREMENTS	MARGINALLY MEETS REQUIREMENTS	DOES NOT MEET REQUIREMENTS					
STATUS CODE	YELLOW	GREEN	YELLOW	YELLOW	YELLOW	ORANGE	RED	RED	RED	RED	RED	RED
STATUS CODE LEGEND												
1 - MEETS REQUIREMENTS: Meets total compliance with all stated Strategic Plan 2023-2028 objectives, Annex A "implementation" guidance, and Annex B "performance metrics" expectations.												
2 - TRACK REQUIREMENTS: Meets the minimum threshold compliance but falls short of meeting all Strategic Plan 2023-2028 stated objectives, Annex A "implementation" guidance, and Annex B "performance metrics" expectations.												
3 - MARGINALLY MEETS REQUIREMENTS: Partially meets the minimum threshold compliance, requiring further improvements.												
4 - DOES NOT MEET REQUIREMENTS: Does not meet any Strategic Plan 2023-2028 stated objectives, Annex A "implementation" guidance, nor Annex B "performance metrics" expectations, requiring immediate corrective action and intervention.												

2. **Source Documents.** The SGR is a generated compilation and comprehensive review of all OY periodic and end-of-year (EOY) policy requirement compliance determination and performance achievement document.

- a. [STRAT PLAN 23-28](#) [dated: 5 AUG 2023]
- b. [STRAT PLAN 23-28 Annex A "Implementation Plan" Document](#) [dated: 28 MAR 2025]
- c. [STRAT PLAN 23-28 Annex B "Performance Metrics" Document](#) [dated: 26 MAR 2024]
- d. [EOY 2024 FM-27 Chapter Activity Report](#) [dated: 30 MAY 2025]
- e. [EXCOM Action Plans](#) [dated: 30 SEPT 2024]
- f. [Committee Action Plans](#) [dated: 30 SEPT 2024]
- g. [Region Action Plans](#) [dated: 30 SEPT 2024]
- h. [Chapter Action Plans](#) [dated: 30 SEPT 2024]
- i. [HQ MOWW Monthly Region Report \(MRR\)](#) [dated: MAY 2025]
- j. [HQ MOWW Monthly Veterans Percentage Report \(VPR\)](#) [dated: 30 MAY 2025]
- k. [HQ MOWW Monthly IRS Membership Metrics Report \(MMR\)](#) [dated: 31 MAY 2025]
- l. [HQ MOWW Weekly Recruitment Performance Report \(RPR\)](#) [dated: 30 MAY 2025]
- m. [HQ MOWW EOY Finance Committee Report \(FCR\)](#) [dated: 15 JUN 2025]

3. **Behavioral Trends Information (BTI).** The following BTIs were noted during OY2024.

- a. **Monthly Region Report (MRR)** – [This monthly regional operations tracking product provides “region to chapter” field recruitment data periodically throughout the entire OY.](#) While the EOY compiled trending data shows 48 out of 74 (65% of the Order chapters) currently struggling to keep up with their OY companion manning losses, the Order continues to gain some ground (albeit not significant enough to remove this trend determination status out from its current “flatline” (membership losses versus gains at +/- 2 companion delta from the previous OY). Given this behavioral trend analysis, the SPC considers the overall SG-4 and SG-6 performance tracking status remaining at RED sector.
- b. **Veterans Percentage Report (VPR)** – [This monthly regional operations tracking product provides “region to chapter” field IRS 50c19 veterans service organization compliance data periodically throughout the entire OY.](#) The EOY trending data shows 8 out of 10 (80% of the Order regions) are currently IRS compliant and at or above the required 75% “veterans versus civilian” veteran service organization (VSO) membership requirement, with 2 remaining regions currently not IRS compliant or below the required 75% threshold baseline. While there is much room for further improvement, significant progress has been achieved since the Order highlighted the “due diligence” awareness of this VSO critical operational requirement. One of the two non-compliant regions is currently at 71.3%

and the other region is at 69.2% with the “at large” sector at 68.6%. This places the Order currently at a combined 75.5% overall IRS average rating maintaining the Order in a vulnerable state. Given this behavioral trend analysis (impacting all SGs), the SPC considers the overall performance tracking status cautiously remaining in the YELLOW sector.

- c. **Membership Metrics Report (MMR)** – This monthly regional operations tracking product also provides “region to chapter” field IRS 50c19 veterans service organization compliance data dealing with specific Order membership category periodically throughout the entire OY. EOY trending data shows IRS membership requirement #1 “Past & Present Armed Force Members” tracking holding somewhat steady (and gradually improving) above the requirement established threshold 75% baseline, with IRS membership requirement #2 “Past & Present Armed Force Members, Cadets, Spouses & Descendants” tracking at greater than 95.7%, and IRS membership requirement #3 “Past & Present Armed Force Members, Cadets, Hereditary and USPHS & NOAA veterans” at just barely over 75.5% for OY2024 and slowly improving. Given this behavioral trend analysis (the impacts all SGs), the SPC considers the overall performance tracking status remaining in the YELLOW sector.
- d. **Recruitment Performance Report (RPR)** – This weekly regional operations tracking product provides “region to chapter” field recruitment data periodically throughout the entire OY. EOY trending data shows 2 out of 10 (20% of the Order regions) met or exceeded their OY recruitment goal, with one region falling short at 89%, another at 69%, five regions at 50%, and one region at 39% recruitment or below placing the Order overall OY2024 recruitment achievement at 71.2%. In summation 18 of 74 (24% of all Order chapters) did not recruit any new companions this OY. Given this behavioral trend analysis (if considering recruitment as a vital enabler for all SGs), the SPC considers the overall performance tracking status remaining in the RED sector.
- e. **Finance Committee Report (FCR)** – This fiscal year (FY) combined Order operations tracking product provides an “at large” corporate financial model organization impact data summary perspective throughout the entire OY. The EOY FCR provided periodic update data highlighting the following for OY2024: the Order increased regular membership dues from \$40 to \$60 effective January 1st, 2024, resulting in regular membership dues revenue increasing from \$23,200 in FY2023 to \$30,715 in FY2024. The MOWW online store recorded revenues of \$104,541.00 in FY2024. This was an increase of approximately \$19,000 from FY2023. This increase can be attributed to an increase in store prices implemented on 01 Jan 2024 and a modest increase in overall store sales activity. Total MOWW contributions to the Order increased from \$94,111 in FY2023 to 206,652 in FY2024. This was attributed to a \$105,000 donation contribution from the VADM Dyer Trust. The Order fell short of its \$100,000 CINC solicitation goal in FY2023 and FY2024. In FY2023 the CINC Solicitation Fund Drive took in \$92,957 compared to \$91,652 in FY2024. The overall number of donations and donors has decreased from FY2023 to FY2024 as well. During FY2024, the Order updated its convention registration process to include both convention revenue and expenses in the HQs budget. This change accounts for the \$51,711 increase in registration revenue. The Order increased total operating revenue from \$207,843 in FY2023 to \$394,621 in FY2024. The Order was able to decrease the operating deficit from \$677,610 to \$532,590 in FY2024. However, MOWW is still heavily reliant on funds from the investment portfolio (57%) to pay our expenses. Given this behavioral trend analysis, the SPC considers the overall performance tracking status of SG-5 to continue in the RED sector.
- f. **OY2024 Region & Chapter Action Plans (RAP / CAP)** – This annual planning cycle operations tracking product provides a thorough Order “top to bottom” comprehensive operational forecast of anticipated Order goals and objectives to be attempted at all levels of operations throughout the entire OY. A comparison of OY2024 stated operational planning objectives/goals and resulting EOY FM-27 CAR submitted performance data revealed that most Order sector operations based their anticipated achievement goals as “stand-alone” goals (only tether to a particular stated or reference SG objective). A review of SG implementation and EOY subsequent successful achievement accomplishments sector

operations capitalized on broadened their SG implementation and achievement goal planning efforts and widened their goal perspective application on a wider potential activity engagement relevance across multiple SG objectives (where SG objectives were identified as applicable to multiple SG objective scenarios) and used an “activity to SG enabler” approach matching particular activity and event planning to relevant SG objective and goals requirements. Given this behavioral trend analysis (pertinent to all SGs), the SPC considers the overall performance tracking status of SG-2 remaining YELLOW, with SG-1 gaining progress in the GREEN sector, and SG-3 losing some ground currently in the ORANGE sector.

- g. **EOY 2024 FM-27 Chapter Activity Report (CAR)** – This annual performance reporting cycle tracking product provides a thorough Order “top to bottom” comprehensive operational performance accomplishment record of anticipated Order goals and objectives that were attempted at all levels of operations throughout the entire OY. A review of the EOY 2024 FM-27 CAR showed just how interrelated the 6 stated SGs are one to each other. Broadening the “recruitment aperture perspective” (as a critical SG performance “enabler” element applies to other goals such as “high impact community outreach (SG-1)”, “building strategic alliances & partnerships (SG-2)”, “increasing Order visibility and engagement (SG-3)”, “growing engaged and sustainable membership (SG-4)”, “increasing operational revenue (SG-5)”, “strengthening existing chapters and increasing the number of chapter operations (SG-6)”) all overlap and can be “baked in” to a multi-layered single planning activity / event goal. OY2024 region, and chapter plans lacked a broader SG multi-faceted implementation and achievement perspective application. Most planning goals were generally narrow in scope (tethered to only one SG specific goal at a time) and often did not take into consideration a greater engagement potential across the rest of the SG implementation and achievement spectrum. For example, most ROTC and JROTC award presentation goals concentrated on simply increasing the number of such events and/or increasing medal count distribution, rather than broadening the SG engagement aperture of such event opportunities to include strengthening existing relationships, building and establishing new connections and/or expanding their networking “value-added” operational investments. The EOY 2024 FM-27 CAR data analysis review showed that those chapter operations that ventured “outside the box” using a broader SG implementation and achievement perspective planning mindset fared better in achieving their OY2024 desired SG goals – as multiple SG goals were addressed in just a few stated planning goals. The following CAR extract data point sampling reflects the need for broader SG planning application perspective development and investing in more and purposeful integrated training, planning, and impactful execution practices.

- 1) **COMMUNITY OUTREACH [SG1/Q8]** – 55 YLC events were hosted (76% of 72 chapters) this OY.
- 2) **COMMUNITY OUTREACH [SG1/Q9]** – 23 YLS events were hosted (32% of 72 chapters) this OY.
- 3) **COMMUNITY OUTREACH [SG1/Q10]** – 1263 YLC student delegates were sponsored (17.5 per chapter).
- 4) **COMMUNITY OUTREACH [SG1/Q11]** – 98 MOCs hosted or supported (a 1.36 per chapter average) this OY.
- 5) **MEMBERSHIP [SG4/Q1]** – 37.5% of 72 chapters met or exceeded their designated OY2024 recruitment goal.
- 6) **MEMBERSHIP [SG4/Q3]** – 58.3% of 72 chapters continuously equaled or exceeded their 75% veteran Companion threshold.
- 7) **MEMBERSHIP [SG4/Q6]** – an average of 7.19 regular chapter meetings were held this OY (total of 518 meetings if divided among all 72 chapters).

- 8) **MEMBERSHIP [SG4/Q7]** – an average of 14 companions per chapter attended meetings this OY (total average of 42.02% average attendance divided among evenly among all the 3-chapter Order categories).
4. **SGR Recommendations.** The following follow-up actions are offered for consideration, based on all the data reviewed and analyzed.
- a. **Recommendation-1:** Re-establish the Order’s dormant Education & Training Committee (by first filling both the currently vacant chair and vice chair committee positions) and second empowering it as a contributing purposeful companion initial certification and periodic companion refresher proficiency training oversight facilitator within the Order. SGR trending review data shows a general degradation of overall companion administrative, operational, and managerial functional Order knowledge and operational awareness.
 - b. **Recommendation-2:** Capitalize Council of Area Commander’s (CAC) integrated responsibility and accountability as active and engaged Order mission stakeholders when it comes to SG policy implementation and achievement enforcement beyond merely an advisory reporting role. The CAC provides vital SG tracking access (from the initial OY centralized planning process and as a vital nexus to the subsequent decentralized implementation and achievement strategy grassroots filed operational level. This process has already begun with the consolidation and completion of the OY2022-OY2024 STRAT PLAN 23-28 review process. The next step is to effectively incorporate the CAC into a more “proactive” planner role (instead of only relaying on its current “reactive” reporting role) as we begin to venture outward towards a broader implementation, training and performance-based proficiency phase.
 - c. **Recommendation-3:** Continue to develop and refine HQ MOWW – SPC STRAT PLN 23-28 Implementation and Achievement “checks and balances” tracking tools and incorporating more robust collaboration across all Order stakeholder operational sectors. Transitioning SGR responsibility to the SPC this OY is a good start. Evaluating stated SGs, objectives, and performance metrics requires proper implementation impact scrutiny and general MOWW mission relevance and applicability evaluation. As the Order reaches the halfway point in gauging how our current Plan has fared in achieving the desired end-state, the SGR must strive to gauge SG successful implementation application and identify and examine implementation strategy shortcomings.

FOR THE GOOD OF THE ORDER

MARLON RUIZ, LT COL, USAF (Retired)
Strategic Planning Committee, Chair
Senior Vice CINC, MOWW

VETERANS AFFAIRS COMMITTEE | ANNUAL REPORT

1. Committee Members:

Chair	James Fletcher	jamesmfletcher@aol.com
Vice Chair	Eliseo, Lopez	eLopes1989@yahoo.com
Secretary	Reginald Brown	reginaldbrown575@gmail.com
Region I	Larwence Willworth	lwillwerth3@yahoo.com
Region II	Eliseo, Lopez	eLopes1989@yahoo.com
Region III	Stan Warrick	Stanwarrick11@gmail.com
Region IV	Joel Kramer	joelkramar@aol.com
Region V	VACANT	
Region VI	James Fletcher	jamesmfletcher@aol.com
Region VII	David Dunlap	dunlapdl97@gmail.com
Region VIII	Rick Briggs	captactor82nd@yahoo.com
Region XIII	Marlon Ruiz	ruizmarlon08@gmail.com
Region XIV	Craig Noble	craignoble@cox.net

2. General Overview

The committee continued to conduct video monthly meetings on the 3rd Tuesday of the month at 11 am-12 pm (CST). The meeting provided a forum for attendees to highlight their activities; share information and ideas on ways to support veterans; review upcoming events and activities; and receive updates on other MOWW national issues.

The standard agenda was:

1. Policy manual section review
2. Website section review
3. Chapter support needed or desired --Develop action items and timelines
4. National focus needed or desired --Develop action items and timelines
5. Product placement for corporate ads honoring future Veteran events

--MOWW product placement - Veterans Day, every corporation is searching for a way to connect their product to a Veteran.

Following is the link for the meetings:

<https://us06web.zoom.us/j/87603553404?pwd=QjMvdzhXQjViNHpNaVJsemZhbFRkQT09>
 Meeting ID: 876 0355 3404; Passcode: 933848

The committee continued to emphasize chapter participation in the Wreaths Across America program, Memorial Day and Veterans Day events, and cleaning of veteran headstones.

LTC (Ret) Reginald Brown as Secretary, continues to do an outstanding of reminding committee members of meetings, leading the meetings, and distributing meeting minutes and other correspondence to the committee members.

3. Projects and Assigned Tasks:

The committee provided recommendations to MOWW national headquarters on several veteran-related issues and internal administration procedures. Various chapters are working to identify and mark the graves of MOWW members in national and local cemeteries. Region XIII has established a MOWW memorial marker at the Arizona Veterans' Memorial Cemetery at Marana. The dedication of the memorial will be held in conjunction with the National Convention.

Chapter 69 (Region VIII) was a major participant in the organization and conduct of one of the first public memorial events held at the National Medal of Honor Museum. The ceremony commemorated the 50th anniversary of the end of the Vietnam War.

4. **Assessment of progress toward achieving Strategic Goals**

The Committee continues to emphasize the importance of MOWW representation on municipal, county and state veterans' advisory committees/boards. This has resulted in increased MOWW participation on these organizations.

Regions continue to emphasize recruitment of senior NCO's, resulting in a significant increase of new companions being NCOs.

5. **Conclusions:**

The Committee had a productive year as evidenced by the increased number of participants in the monthly committee meetings, chapter support of veteran-related support activities, and increased number of award submissions from 16 last year to 18 this year.

6. **Recommendations:** None.

FOR THE GOOD OF THE ORDER

James M. Fletcher, COL, USA (Ret)
Chair, Veterans Affairs Committee

NATIONAL YOUTH CIVICS SUMMIT AD HOC COMMITTEE | ANNUAL REPORT

1. Committee Members:

- A. CAPT Ed Gantt, USN (Ret.), Chair
- B. Col Bill Townsley, USAF (Ret.), Co-Chair
- C. CAPT C. Philip Nichols, JAGC, USN (Ret.)
- D. LTC Steve Hodges, USA (Ret.), MOWW Region VI Commander
- E. Mrs. Noreen Hodges, Sun City Florida YLC Staff
- F. Ms. Jena Tomas, MOWW Outreach Programs Manager
- G. Retired Lynchburg (VA) Chief of Police, Chuck Bennett, MOWW Historian General
- H. 1LT Thomas D. Hart, USA (FMR), Patriotic Education Chair, Sun City Center
- I. Mrs. Peggy Hart, Sun City Center YLC Chaperone

2. General Overview:

- A. 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 MOWW Youth Leadership Conferences in the previous two years were selected by their respective MOWW Regions to attend this one-week summit in Washington, DC where the focus would be on civic education, i.e., government and history, with an underlying theme of increasing awareness of the responsibilities of citizenship. The two years of YLC attendance for NYCS eligibility was to allow for the YLC schedule perturbations as the national was emerging from the COVID shutdown. The students arrived on Sunday and departed on the following Saturday, were housed on the campus of The American University, Washington, DC and had their travel, room and board all covered by MOWW. CINC Perez joined the NYCS group for two days, including the history field trip to Gettysburg.
- B. The first morning focused on U.S. Government with lessons and discussions, on-campus, and although not as impactful as anticipated, was still helpful in setting the stage for the group's visits to portions of each branch of our government. Taking advantage of the Major League Baseball schedule, on Monday afternoon the group enjoyed an MLB game as the Washington Nationals played the St. Louis Cardinals. The second day began with a visit to the U.S. Capitol for a tour, followed by a meeting with Congressman Keith Self, an MOWW Companion, then to the U.S. Supreme Court as guests of the Marshal of the Supreme Court. After lunch in the Capitol and opportunities to observe legislative sessions in both the Senate and House Galleries, the group moved to the U.S. Department of Commerce where we were hosted by the Under Secretary of Commerce. Due to a positive test for COVID, that meeting was conducted in his office but with the Under Secretary on video teleconference.
- C. Wednesday morning began with a visit to George Washington's Mount Vernon for a leadership workshop. The bus was delayed that morning by a nearly complete shutdown of traffic in Washington for the NATO 75th Anniversary, causing us to lose one of the three learning opportunities at Mount Vernon and to cut one of the remaining leadership sessions short. On Wednesday evening, a guest professor and author, Dr. Dan Madden, led the students through a theatrical history lesson related to the impact of the Battle of Gettysburg, in preparation for the next day's field trip. The two major events on Thursday were the history field trip to Gettysburg

Battlefield and National Cemetery, and upon return to Washington, the special dinner on campus. Former U.S. Army Special Forces and combat veteran, Mr. Michael Rodriguez, CEO of the Global War on Terrorism Memorial Foundation, was the evening's guest speaker. On Friday morning, the NYCS visited the Tomb of the Unknowns at Arlington Cemetery for the Changing of the Guard and the National Mall area (Lincoln Memorial, Korean War Memorial, Vietnam War Memorial, and World War II Memorial, Jefferson Memorial, and the Martin Luther King Memorial). Following lunch at the Ronald Reagan International Trade Center in downtown Washington, the group visited the 9-11 Memorial Garden near the impact point of the attack on the Pentagon. The final event of the week was the Marine Corps Sunset Parade at the Historic Marine Barracks where the students met and spoke with the Secretary of the Navy, the Hon. Carlos Del Toro, and General Eric Smith, Commandant of the Marine Corps.

- D. One Companion from the Northern Virginia Chapter joined the NYCS at the Washington Nationals baseball game and another Companion also from the Northern Virginia Chapter accompanied the group on the history field trip to Gettysburg. A third Companion from the Northern Virginia Chapter sat in during a few of the sessions on campus at American University. Such face-to-face sharing of personal leadership experiences from a seasoned MOWW Companion to a 17 or 18-year-old future leader offers us an opportunity to transmit some of our ideals to posterity, the next generation, as stated in our Preamble. We were thankful to have had the assistance of Companions from the Northern Virginia, MG Meade and Prince George's County Chapters who volunteered to meet the students upon arrival in Washington and then provided transportation from the airport to the campus.
3. Projects and Assigned Tasks: ***The National Youth Civics Summit Ad Hoc Committee (NYCS) will plan and execute the 2025 NYCS in the National Capital Region during the summer 2025.*** Planning is underway for the 2025 NYCS which will begin on July 13.
4. 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.*** The NYCS established a presence on Capitol Hill and in Washington, DC, although for only a few days, it is certain to be long remembered by some. While dressed in business attire, the students met and interacted with leaders of our government, our military and business communities. After completing the NYCS in 2024, Committee member and MOWW National Historian General, Chuck Bennett, developed a video presentation of the NYCS which was presented at the Annual Convention. Over the months following the convention, he personally distributed an electronic media version of that presentation to every Chapter and Companion who requested a copy. At MOWW Headquarters, Jenna Tomas, an Ad Hoc Committee member and the MOWW Outreach Program Manager, communicated with all MOWW Regions and directly with many of the Chapters throughout the operating year while preparing for the summit that will take place in mid-July.
 - B. ***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 NYCS is also regularly in communication with other veterans service organizations and groups involved in civic education, such as the Jack Miller Center for Civic Education. The NYC Ad Hoc Committee Chair currently serves on the Advisory Board for the Jack Miller Center, representing MOWW. There are also frequent, in-person visits with the military's Congressional Liaison Offices

on Capitol Hill to promote further knowledge of MOWW and the NYCS. During the NYCS, each student was presented with an MOWW polo shirt that has “Military Order of the World War National Youth Civics Summit, Washington, DC” embroidered on the left chest which will be worn proudly back in their local communities.

5. Conclusions. The NYCS, under its current plan, is a costly endeavor - \$50,000 to execute the inaugural summit in 2024 and it is estimated to be roughly the same in 2025, although the number of students will be slightly larger. If these costs are recognized as successful and positive publicity on the national level, then that amount is a reasonable expense. When compared to the likely costs of a professional public relations or professional advertising consultant, the amount expended for the NYCS is quite reasonable. The MOWW Foundation, established in the spring of 2024, offers a 501 (c) (3), tax deductible avenue for funding future summits.
6. Recommendations.
 - A. The NYCS Committee recommends that MOWW continue the planning that is underway for an NYCS in 2025. July appears to be the month with the least number of conflicting events on most student’s schedules. The site will be American University for 2025 but a thorough search is recommended for a less-costly site in the Washington area for future summits. When considering the cost of this initial effort, the positive benefits and potential for public recognition our Order should not be underappreciated.
 - B. Recommend future NYCS Committee leadership be assigned to the Wade Chapter Commander, with committee membership from the MOWW Regions.

FOR THE GOOD OF THE ORDER

Edward W. Gantt, CAPT, USN (Ret.)
Chair, National Youth Civics Summit Ad Hoc Committee

AMERICA 250 AD HOC COMMITTEE | ANNUAL REPORT

1. Committee members: Earl Johnson Maj USAF (Ret), LT Charles D. Daniels USN (Ret) ,MAJ Clement I. Goodwine Jr. USA (Ret), PCINC LTC David R. Titus USA (Ret) Eliseo T Lopez Jr. CW2 USA (Ret), Kathleen A. Winchester, Ramon Ramos CW3 USA (Fmr), Raoul Henri Alcala Col USA (Ret), Robinson Ken LTC (Ret), Christopher Lopez PO2 USN (Fmr) , CPT James A. Brady III, MD, USA (Fmr), Jenna Tomas, Robert Williams Major USAF (Ret), COL Lawrence A. Willwerth III USA (Ret), William Wagner, David J. Gillespie MSG USA (Ret), Eammon Walsh SFC (ret), Paul Farinella LTC (Ret), Jeanne Blaes Col USA (Ret), Edward Gantt Capt USN(Ret), Charles W. Bennett
2. The National 250 Committee was formed in January 2025 and continues to execute and actuate programs for the yearlong celebration. The report covers current and future programs, Marketing recommendations, and alternatives for funding for events.
3. Programs: The initial MOWW America 250 programs were started in Region III by the Philadelphia Chapter in January 2025, in collaboration with the Penn Franklin AUSA Chapter planning for the Army 250th Birthday. Although AUSA was the lead, MOWW has worked both locally and nationally with AUSA to serve as the springboard for future Association and Chapter collaboration. The local Chapter was involved in the planning, cohosting and a sponsor of the Army birthday 13-15 June 2025 events. MOWW relationship with Wreaths Across America enabled the kickoff announcement of the event on their 19 May 2025 national broadcast. A series of Press conferences with local radio and TV were held promoting the event. MOWW sponsored the recommissioning of General George Washington at Independence Hall on 15 June 2025.

Additional chapters are engaged in hosting and cosponsoring events throughout the year. The Santa Cruz Chapter will be hosting a stone marker dedication ceremony at the National Convention. The Memphis Chapter will be participating in a commemorative event as part of the Army Birthday. The Santa Fe Chapter will launch a Bell Ringing Ceremony App, Bells of Freedom, to take place on 4 July 2026. The Roosevelt Chapter, a cloud-based memorial and graves registration program and the Chicago Chapter a commemorative memorial program and plaque.

4. Marketing and Publicity: To maximize the impact of America 250 Programs in the future, it is recommended that Wreaths Across America be engaged and work with chapters. It is also recommended that the Information and Publicity committee develop a National 250 Marketing plan for use by chapters to include formats for press releases, formats for interaction and engaging local radio and television stations, and local newspapers. Lessons learned from completed programs will be available to chapters upon completion.
5. Funding: Chapters are encouraged to raise funds and marshal resources to assist their programs, from State and County grants, historical society organization. National will only consider funding support if the project has historical significance and is approved by the EXCOM.

Serving Youth, Community, and Nation

Joseph P Kirlin III
Colonel USA (Ret)
Chaiman, Strategic Growth Committee

RECOGNITION OF EXCELLENCE

MOWW NATIONAL CITATIONS

REGION COMMANDER RECOGNITION

1. Region I CPT William J. Maloney, USA (Fmr)
Greater Boston Chapter, MA
2. Region V LtCol John R. Marcucci, USMC (Ret)
Columbia Chapter, SC
3. Region VIII CPT Mark W. Smits, USA (Fmr)
Dallas Chapter, TX
4. Region XIII Ms. Claudia L. St. Clair
Santa Cruz Valley Chapter, AZ
5. Region XIV CAPT Caroline M. Nielson, USN (Ret)
Puget Sound Chapter, WA

DEPARTMENT COMMANDER RECOGNITION

None Submitted

CHAPTER COMMANDER RECOGNITION (STANDARD CHAPTER)

- | | | |
|---------------------------------|--|-------------|
| 1. Greater Boston Chapter, MA | 2LT Jason A. Sokolov, USA (Fmr) | Region I |
| 2. GEN Ridgway Chapter, PA | MAJ Michael L. Bonacci, Ph.D., USA (Fmr) | Region III |
| 3. Augusta Chapter, GA | LTC David T. Pitts, Jr., USA (Ret) | Region V |
| 4. Knoxville Chapter, TN | LTC William G. Grieve, Jr., USA (Ret) | Region V |
| 5. Puerto Rico Chapter, PR | Maj Isabel P. Vazquez, USAF (Ret) | Region VI |
| 6. Dallas Chapter, TX | LTC Don B. Munson, USA (Ret) | Region VIII |
| 7. Fort Hood Chapter, TX | LTC Vicki W. Belcher, USA (Ret) | Region VIII |
| 8. Fort Worth Chapter, TX | LTC Paul S. Faidley, Jr., USAR (Ret) | Region VIII |
| 9. Colorado Springs Chapter, CO | LTC Michael D. Berendt, USA (Ret) | Region XIII |
| 10. Greater El Paso Chapter, TX | MAJ William M. Tarpley, USA (Ret) | Region XIII |
| 11. Puget Sound Chapter, WA | Capt Edward J. Murphy, USAF (Fmr) | Region XIV |
| 12. San Diego Chapter, CA | Amn Charles A. Clark, USAF (Fmr) | Region XIV |

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

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

- BG Victor S. Perez, USA (Ret), Puerto Rico Chapter
- COL Joesph P. Kirlin III, USA (Ret), Philadelphia Chapter
- COL Bert L. Rice, USA (ret), General Meade Chapter

SVCINC Lt Col Marlon Ruiz, USAF (Ret)

- LtCol Charles B. Palmer, USMC (Ret)

VCINC CAPT Edward W. Gantt, USN (Ret)

- Maj Clement I. Goodwine, Jr., USA (Ret)

VCINC COL Joesph P. Kirlin III, USA (Ret)

- CPT Alan D. Johnson, USA (Fmr)

VCINC COL Michael P. Peck, USA (Ret)

- CWO2 Eliseo T. Lopez, USA (Ret), Chicago Chapter

VCINC Col Adalberto Rivera, USAF (Ret)

- Col Carlos A. Quiñones, USAF (Ret)

IPCINC BG Victor S. Perez, USA (Ret)

- BG Thomas E. O'Donovan, USA (Ret), Green Mountain Chapter

DISTINGUISHED LEADERS

COMMANDERS IN CHIEF | HONORARY

1. ✘ GAS John J. Pershing
2. ✘ ADM William S. Sims
3. ✘ GA George C. Marshall
4. ✘ FADM Ernest J. King
5. ✘ President Harry S. Truman
6. ✘ President Dwight D. Eisenhower
7. ✘ ADM Arthur W. Radford
8. ✘ President Herbert C. Hoover
9. ✘ GA Omar N. Bradley
10. ✘ President Ronald W. Reagan
11. ✘ GEN William C. Westmoreland
12. ✘ President George H. W. Bush
13. Gen Peter Pace

COMMANDERS IN CHIEF | ELECTED

1. ✘ MG George H. Harries | (1920-1925)
2. ✘ MG Mark L. Hersey | (1925-1926)
3. ✘ G/A Douglas MacArthur | (1926-1927)
4. ✘ COL Thatcher T. P. Luquer | (1927-1929)
5. ✘ RADM Thomas J. Cowie | (1929-1930)
6. ✘ BG J. R. Delafield | (1930-1933)
7. ✘ LTC George E. Ijams | (1933-1936)
8. ✘ RADM R. R. Belknap | (1936-1938)
9. ✘ COL Edward N. Wentworth | (1938-1939)
10. ✘ LCDR Charles A. Mills | (1939-1940)
11. ✘ COL Charles C. Allen | (1940-1941)
12. ✘ MAJ Ennalls Waggaman | (1941-1942)
13. ✘ LCDR Charles Hann | (1942-1943)
14. ✘ MG Albert L. Cox | (1943-1944)
15. ✘ LCDR David Sholtz | (1944-1945)
16. ✘ ADM William H. Standley | (1945-1947)
17. ✘ COL Forrest F. Watson | (1947-1948)
18. ✘ COL Van R. H. Sternbergh | (1948-1949)
19. ✘ RADM William R. Furlong | (1949-1950)
20. ✘ LTG Milton G. Baker | (1950-1951)
21. ✘ RADM Harold C. Train | (1951-1952)
22. ✘ MG Melvin J. Maas | (1952-1953)
23. ✘ MAJ Omer W. Clark | (1953-1954)
24. ✘ MAJ Harry Okin | (1954-1955)
25. ✘ VADM Charles A. Pownall | (1955-1956)
26. ✘ LTC M. Leslie Buswell | (1956-1957)
27. ✘ LTC Howard E. Cox | (1957-1958)
28. ✘ CPT Robert G. Kales | (1958-1959)
29. ✘ MG W. Irvine | (1959-1960)
30. ✘ BG J. L. Whitney | (1960-1961)
31. ✘ LTC Vaughn H. Huse | (1961-1962)
32. ✘ CDR Hans von Leden, USN (Ret) | (1962-1963)
33. ✘ COL Henry G. Simmonite | (1963-1964)
34. ✘ BG Joseph Cohen | (1964-1965)
35. ✘ COL Robert E. Joseph | (1965-1966)
36. ✘ BG Louis J. Fortier | (1966-1967)
37. ✘ LTC Thomas S. Clayton | (1967-1968)
38. ✘ MAJ Thomas F. Faires | (1968-1969)
39. ✘ VADM George C. Dyer | (1969-1970)
40. ✘ LCDR Robert E. Steman | (1970-1971)
41. ✘ BG J. Paul Holland | (1971-1972)
42. ✘ MG Harley B. West | (1972-1973)
43. ✘ LTC Fred A. Kaps | (1973-1974)
44. ✘ CDR J. Paul Scheetz | (1974-1975)
45. ✘ LTC Starbuck Smith, Jr. | (1975-1976)
46. ✘ Lt Col Peter Burrows | (1976-1977)
47. ✘ BG A. R. Brownfield | (1977-1978)
48. ✘ COL L. Sam Moore | (1978-1979)
49. ✘ LT William A. George | (1979-1980)
50. ✘ COL Wesley H. Vernon | (1980-1981)
51. ✘ COL Jack N. Rogers | (1981-1982)
52. ✘ LCDR Roy C. Anderson, Jr. | (1982-1983)
53. ✘ COL Adrian L. Hoebeke | (1983-1984)
54. ✘ LT Blair F. Fulton | (1984-1985)
55. ✘ CPT Jephtha C. Tanksley | (1985-1986)
56. ✘ COL William H. Waugh, Jr. | (1986-1987)
57. ✘ CPT John E. Goggin | (1987-1988)
58. ✘ COL Francis S. Donnell | (1988-1989)
59. ✘ MG Frederick A. Welsh | (1989-1990)
60. ✘ Capt Dwight F. Copley | (1990-1991)

COMMANDERS IN CHIEF | ELECTED (Continued)

- | | |
|--|---|
| 61. ✘ Col John L. Lawler (1991-1992) | 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) | 92. BG Victor S. Perez, USA (Ret) (2023-2024) |
| 68. ✘ LTC Alfred H. M. Shehab, USA (Ret) (1998-1999) | |
| 69. ✘ CDR Bruce L. Slawson, USN (Ret) (1999-2000) | |
| 70. ✘ 1LT A. Earl Luetge, USA (Fmr) (2000-2001) | ✘ <i>Deceased</i> |
| 71. ✘ 1 st 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

- ✘ *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 W. Grant, USA (Ret)*
- ✘ *Col Frederick J. Graves, USAF*
- ✘ *COL Alden G. Hacker, USA*
- ✘ *COL Edward H. Heilbron, USA*
- ✘ *Col Watt G. Hill, Jr., USAF (Ret)*
- ✘ *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*
- ✘ *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*
- 1. LTC Henry A. Adams, USA (Ret)**
- 2. HPM Patricia J. Snyder**
- 3. CPT Francis R. Spaniola, USA (Fmr)**
- 4. CDR Alan M. Mandigo, USN (Ret)**
- 5. Brig Gen Arthur B. Morrill III, USAF (Ret)**
- 6. Maj Robert J. Williams, USAF (Ret)**
- 7. Lt Col Sheldon A. Goldberg, USAF (Ret)**

✘ *Deceased*

