



POLICY MANUAL

15 January 2026

Amended: 20 May 2026

ABSTRACT

The MOWW Policy Manual provides policy and procedural guidance to be followed by all Companions in the performance of their volunteer responsibilities. This manual in combination with MOWW Forms and the moww.org website serve to operationalize the guidance contained in the MOWW Preamble, Constitution and Bylaws.

Chief of Staff

435 N. Lee Street
Alexandria, VA 22314

Summary of Changes

Amended 20 May 2026: The EXCOM approved the following amendments on 20 May 2026.

1. Chapter 7, Section B.5.1. MOWW Silver Patrick Henry Medal (SPHM)/Medallion, and Table 7.2 | MOWW AWARDS & DECORATIONS (ORDER OF PRECEDENCE), and Chapter 7, Section D.1. MOWW Silver Patrick Henry Medal (SPHM). This change allows for multiple awards of the Silver Patrick Henry Medal with a five-year period between awards.
2. Appendix A | Ethics and Chapter 6. Section B.2.c. Ethics Committee. This change revised the MOWWW Ethics policy and the Ethics committee roles and responsibilities.
3. Chapter 3, Section D. Internal revenue Service Filing Requirements and Chapter 5, Section I.1. Tax Reporting. This change revises chapter IRS 990 filing instructions and MOWW Form 9 reporting instructions.
4. Appendix C | Chapter Bylaws Template. Updated the Chapter Bylaws Template to require all chapters to include a standardized Purpose Statement in their bylaws. This revision ensures consistency across chapters and aligns with the requirements of IRS Revenue Procedure 2026-8.

Amended 4 Mar 2026: Deleted Appendix M | National Security Award Score Sheet and relettered the remaining appendices accordingly. National Security Program Awards will now be submitted using online Form 25 available on the moww.org website.

15 Jan 2026: The following MOWW Policy Manual changes have been included in the 2026 Revision. All references to previous amendments have been removed. The list below of the major policy changes was approved by the MOWW Executive Committee (EXCOM).

1. Chapter 6, Section E, Paragraph 3, Subparagraph b. Council of Area Commanders (CAC): Paragraph b. added to clarify CAC duties and responsibilities related to tasking and coordinating directly with Region Commanders.
2. Appendix D, Paragraph B.2.e. Installation & Induction Ceremonies. This changes the oath taken by Companions during the installation ceremony.
3. Appendix D, Paragraph C.1.a. and C.2.a. Installation & Induction Ceremonies. This changes the oath taken by new Companions when inducted into the Order.
4. Appendix E, MOWW Candidate Nominating Process. This change is a complete revision of the MOWW candidate nomination process and should be reviewed in its entirety.
5. Appendix P, GAS Pershing Chapter of the Year Award Program. This change is an administrative update to the chapter of the year award program to reflect current processes.

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CHAPTER 1 | The Military Order

A. General

1. This manual supports the Military Order of the World Wars (MOWW), Inc., and its Constitution, Bylaws and Strategic Plan for the good of the Order in support of the Order's vision and mission statements. It provides MOWW policy and guidance to the General Staff, the EXCOM, chain of command, National Officers, MOWW committees, boards, and advisory councils, and all MOWW Companions. It is required reading by all commanders, committee, board, and council chairs, and EXCOM members.
2. It facilitates successful, effective, and timely leadership and management, and active Companion involvement through volunteerism throughout the Order as Companions develop and execute plans, programs and initiatives designed to serve the public, help all Companions achieve personal fulfillment via their continuous volunteerism while also achieving continuous improvement throughout MOWW.
3. It also supports the successful business performance of MOWW, Inc., across its broad range of activities, e.g., investment portfolio management, performance, and earnings, fund-raising at national and local levels, and prioritized, effective and cost sensitive MOWW operations.
4. The Military Order of the World Wars (MOWW, Inc.) is headquartered in the CAPT Robert G. Kales Building, 435 North Lee Street, Alexandria, Virginia 22314-2301.

B. Origins of the Order

1. MOWW was founded in 1919 by officers who served under General of the Armies John J. "Blackjack" Pershing. The purpose of the Order is to promote patriotism, civic responsibility, public service, and leadership in the nation's communities.
2. The Order's name was originally named "American Officers of the Great War." Its name was later changed to "The Military Order of the World War," and still later changed to "The Military Order of the World Wars." It was incorporated by an Act of Congress on 27 January 1919. The Order was intended to be the successor to the "Society of the Cincinnati" for General George Washington's officers of the Continental Army and "The Military Order of the Loyal Legion of Federal Officers" who served during the American Civil War.
3. The Order originated "Army Day." Upon the re-designation of service days as Armed Forces Day, the Order was the first large patriotic organization to endorse that change. The Order was instrumental, through its Past Commander in Chief, General of the Army Douglas MacArthur, in reviving the long-dormant award of the Purple Heart Medal in 1932.

C. About MOWW

1. MOWW is a patriotic, non-partisan organization of U.S. military veterans, be they retired, former, on active duty or members of the Reserves or the National Guard—to include active duty for

training—in the Uniformed Services of the United States of America. The Uniformed Services are the United States Army, the United States Navy, the United States Marine Corps, the United States Air Force, the United States Space Force, the United States Coast Guard, the United States Public Health Service (USPHS), and the National Oceanographic and Atmospheric Administration (NOAA).

2. The Order is a unique organization that seeks no benefit or advantage for itself or its members. It was established to promote the welfare of our nation—especially veterans and youth. The Order provides opportunities for its member “Companions” to unite and volunteer to actively participate over time in strong programs for patriotic education, veterans affairs, youth recognition, public safety/law and order, national security, and good citizenship. Its members also convey the thoughts and needs of the uniformed services to the civilian population and interpret civilian sentiments to the Congress and to the leaders of the uniformed services despite not being a registered lobby organization.

D. Mission, Vision, and Preamble

1. MOWW Mission: *“The Military Order of the World Wars 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.”*
2. MOWW Vision: *“A strong America, dedicated to preserving and advancing American Ideals and Founding Principles.”*
3. MOWW Motto: *“It is nobler to serve than to be served.”*
4. 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 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.”

5. MOWW Tag Line: “Serving Youth, Community, and Nation”

E. Membership Categories and Dues

1. The specific qualifications and types of membership are set forth in the MOWW Constitution, which can be found on the MOWW website at www.moww.org.
2. Those eligible for membership include citizens 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).
3. Membership Categories and Dues.
 - a. Veteran and active-duty membership categories and dues.
Veteran Regular @ \$60.00/year (one-time payment)
Veteran Perpetual @ 1 x \$500.00
Veteran Perpetual @ 4 x \$125.00 Qtrly (new members will be charged a transaction fee for each payment)
Veteran Perpetual (1st year commission/warrant) @ 1 x \$200.00 (one-time payment)
 - b. Hereditary membership categories and dues.
Hereditary Regular @ \$60.00/year (one-time payment)
Hereditary Perpetual @ 1 x \$500.00
Hereditary Perpetual @ 4 x \$125 Qtrly (new members will be charged a transaction fee for each payment)
 - c. Memorial Membership dues rates are established in the MOWW Bylaws. Memorial Perpetual (Veteran & Hereditary) @ 1 x \$250.00.
4. Being a MOWW Companion is more than wearing a membership pin. It is about service to the community in keeping with the Preamble to the MOWW Constitution and the Strategic Goals of the MOWW Strategic Plan. We are Companions who love and serve our nation and all its people by our collegial, volunteer service with fellow Companions and others.

F. Publications

1. MOWW Constitution and MOWW Bylaws. The Military Order’s Constitution and Bylaws are the supreme guidance of the Order. In no case may region, department or chapter bylaws, policy or decisions contravene the MOWW Constitution, the MOWW Bylaws or the MOWW Policy Manual.

- a. Regions, departments, and chapters will not have a constitution since all MOWW sub-elements operate in compliance with the MOWW Constitution.
 - b. The organization of region bylaws (which also addresses departments) or chapter bylaws should correspond to the organization of the MOWW Bylaws.
2. MOWW Constitution and MOWW Bylaws are published and posted on the Military Order's website (www.moww.org) and are adjusted when substantial changes have been made in accordance with the provisions of the Constitution and Bylaws, respectively. The Chief of Staff may make minor administrative changes to both in keeping with the provisions of the MOWW Constitution and Bylaws.
 - a. Chapters and members of the General Staff will be informed of proposed amendments at least sixty (60) days prior to the annual MOWW Convention at which they will be presented for adoption.
 - b. A three-fourths favorable vote of the delegates voting at the convention is required to amend the MOWW Constitution. A two-thirds favorable vote of the delegates voting at the convention is required to amend the MOWW Bylaws.
 3. MOWW Strategic Plan. MOWW, Inc., uses its Strategic Plan to communicate the Order's desire to achieve specific, measurable outcomes vital to the good of the Order and its chapters, and its outreach service mission. The Order's Strategic plan is posted on the moww.org website.
 4. MOWW Policy Manual, MOWW Forms and the MOWW Website. The Policy Manual, MOWW Forms and the MOWW website complement the MOWW Constitution, Bylaws and Strategic Plan, and like them, cannot be changed by region, department, and chapter bylaws, etc. The Policy Manual provides requirements, guidance, and tips to help Companions throughout the Order be fulfilling in their continually renewable volunteer service. It is also designed to support boards, committees and advisory councils success in their respective missions and assist the chain of command at all levels achieve goals and desired outcomes. The Chief of Staff is the Office of Primary Responsibility (OPR) for the Policy Manual. The Chief of Staff will annually review the Policy Manual, etc., making adjustments and updates as needed. The Policy Manual is comprised of this publication, MOWW Forms (on the MOWW website and the MOWW website itself (www.moww.org); all are published electronically.
 5. MOWW National Directory. The National Directory is posted on the MOWW website and contains contact information for National Officers, region teams, committee chairs, selected staff, etc. It is posted on the Order's website by the Chief of Staff. Companions should ensure HQ MOWW receives timely updates to its content by using the on-line submittable MOWW Form 6, "New Officer Report."
 6. *The MOWW Review*. *The MOWW Review* magazine is the Order's journal and is published throughout the year by the Chief of Staff, who is its Publisher and Editor-in-Chief. While the magazine is not a policy document, it does offer content helpful to MOWW operations. The Chief of Staff publishes *The MOWW Review*® in hard-copy and electronic form.

7. Patriotic Education Special Edition (to *The MOWW Review*[®]). The purpose of this annual special issue is to advertise and publicize the Order's Youth Leadership Conferences (YLC[®]) and Youth Leadership Seminars (YLS) to school counselors, parents, students, and youth, and YLC student sponsors and YLC benefactors. The Chief of Staff publishes the Patriotic Special Edition in hard-copy and electronic form.
8. MOWW Almanac (formerly the Convention Book). The MOWW Almanac is published annually and contains the annual reports of all national officers, region commanders, board, committee, advisory councils, and other matters. As such, it is the primary historical document published by the Order. The MOWW Almanac is distributed to convention attendees and posted to the moww.org website.
9. Memorial Booklet. The Memorial Booklet lists Companions who died each year who the Order remembers during the Memorial Service held during the annual MOWW Convention. The Chief of Staff publishes the MOWW Memorial Booklet annually in hard-copy and electronic form.

G. Trademarked Items

1. The Military Order of the World Wars[®] (MOWW[®]) has several registered trademarks, including, but not limited to, the Order's name, abbreviation, logo and "Youth Leadership Conference[®]".
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CHAPTER 2 | GOVERNANCE AND STRUCTURE

A. General

1. The annual achievement of the Strategic Goals in chapters, departments, regions and MOWW, when combined with Companions achieving personal fulfillment by their continuing volunteerism, represents “the good of the Order.” Preserving, protecting, and growing the Order in terms of membership, volunteerism and outreach also represents the good of the Order, i.e., an operational imperative. Each chapter’s Chapter Action Plan (CAP) represents the focus of these things at the local community (i.e., tactical) level of the Order, i.e., it is the plan via which chapters will achieve success in all Strategic Goals and local focus areas.

B. Governance

1. Governance is the framework of rules and practices by which the EXCOM ensures accountability, fairness, and transparency in the organization’s relationships with its members, employees, partners, and stakeholders while achieving the goals and objectives of the organization at all levels.
2. The General Staff is the senior governing body of the Order. The Executive Committee of the General Staff (EXCOM)/MOWW, Inc., Board of Directors (BOD) is the day-to-day governing body of the Order when the General Staff is not in session. Its directors govern the organization and look after the interests of the organization and its members. It is chaired and co-chaired by the incumbent Commander in Chief (CINC) and the Senior Vice CINC (SVCINC), respectively. It reviews operational and fiscal measures of performance, examines, and resolves issues, and pursues the vibrant growth and longevity of the Order. When voting, any EXCOM members may use a proxy (in writing), i.e., any other EXCOM member, if the member not attending an EXCOM session wishes any other EXCOM member present to vote on their behalf. The SVCINC and VCINCs should use Appendix N, “Chapter Assessments,” to annually assess each chapter in their respective area of responsibility.
 - a. Organizational Direction. The EXCOM has a strategic responsibility to provide the vision, mission and goals of the organization, and lead governance activities in the timely and effective achievement of that mission and those goals for the good of the Order.
 - b. Policy-Based Governance. The EXCOM is responsible for developing and managing a governance system for the organization, which includes developing and fielding supporting measures of performance for operational, fiscal and investment activities. The EXCOM also has a fiduciary responsibility to represent and protect the real property and other assets, and the investments and fiscal interests of MOWW, Inc., and take other actions “good of the Order.” Thus, the EXCOM must ensure the assets of MOWW, Inc., are kept in good order. This includes the Order’s plant, equipment, facilities, and human capital of the Order.
 - c. Monitor and Control Function. The EXCOM has a monitoring and control function, which involves overseeing all programs, tasks, and metrics necessary to ensure that approved and authorized programs, activities, and projects are within scope, on time, and on budget so that

the Order's activities proceed with minimal risk and yet achieve desired outcomes. Monitoring and controlling is continuously performed via systemic follow-up and follow-through in concert with supported, supporting, enabling and advisory elements.

3. Though all its members might not be engaged in the organization's day-to-day operations, the entire EXCOM/BOD is held liable (under the doctrine of collective responsibility) for the consequences of the organization's policies, actions, and failures to act. EXCOM/BOD members usually include the senior-most executives (called "inside directors") as well as acknowledged experts or respected persons or groups (e.g., advisory groups or councils) from the wider community (called "outside directors").

C. Organizational Structure

1. National Officer Positions, Roles, and Responsibilities. The following National Officers of the Military Order of the World Wars (MOWW) are specified by the MOWW Constitution and are elected annually. They are accountable for leading and influencing fellow Companions so Companion teams at any level and in any capacity routinely operate in continually improving and fulfilling ways that preserve and protect chapters, increase their vibrancy, and strengthen their longevity.
 - a. Commander in Chief (CINC)/Chief Executive Officer (CEO). The CINC is the senior commander of the Order and the Chief Executive Officer (CEO) of MOWW, Inc. As such, the CINC is the Chair of the MOWW, Inc.'s Board of Directors (BOD), which is also known as the Executive Committee of the General Staff (EXCOM). He is the principal spokesperson for MOWW, a National Officer, and a member of the General Staff. The CINC shall preside at annual MOWW Conventions, enforce compliance with the Constitution, Bylaws and Policy Manual, and perform such other duties as may be required.
 - 1) The CINC is responsible for preserving and protecting the Order and its chapters, for ensuring the longevity of the same, and for growing the Order in terms of chapters and membership.
 - 2) The CINC, at their discretion, may form the Top-8 Working Group. The CINC shall chair the Top-8 Working Group. The Top-8 Working Group membership shall consist of the CINC, SVCINC, VCINC's (4 each), Immediate Past CINC (IPCINC), and the Chief of Staff. The purpose of the Top-8 Working Group is to study, review, and analyze operational issues, policies, or other subjects as directed by the CINC, and make recommendations to the EXCOM for action as appropriate.
 - b. Senior Vice Commander in Chief (SVCINC). The SVCINC shall assist the CINC as required or directed. The SVCINC is the Vice Chair, EXCOM, and shall serve as the chair in the CINC's absence. The SVCINC is a National Officer and a member of the General Staff. The SVCINC is responsible for preserving and protecting the Order and its chapters, and for ensuring the longevity of the same. The SVCINC shall oversee assigned regions and committees as directed in compliance with National Officer roles and responsibilities. The SVCINC is a member of the Top-8 Working Group.

- c. Vice Commanders-in-Chief (VCINCs). VCINCs are National Officers and are members of the General Staff and the EXCOM. The VCINCs shall assist the CINC as required or directed. There shall be four VCINCs, with no two or more of them coming from any single region. The VCINCs are responsible for preserving and protecting the Order and its chapters, and for ensuring the longevity of the same. The VCINCs are members of the Top-8 Working Group. The VCINCs shall oversee assigned regions as directed in compliance with National Officer roles and responsibilities.
- d. Treasurer General (TG). The TG is a National Officer and is a member of the General Staff and the EXCOM and a non-voting member of the MOWW Inc Board of Trustees. The TG shall 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 Order's finances, strategic planning and budgeting, as well as tax compliance, regulatory filings and reporting.
 - 1) 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.
 - 2) The TG will assist the Chief of Staff in planning, executing and reviewing the Order's annual audit conducted by independent certified public accountants (CPA). The results of the annual audit by independent CPAs will be published in the MOWW Almanac and reported to the MOWW Convention and the General Staff.
 - 3) 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.
- e. Judge Advocate General (JAG). The JAG shall give legal advice on matters pertaining to the Order upon request by a National Officer, the General Staff, or any Companion of the Order. The JAG shall report to the General Staff and MOWW Convention on all matters referred to the JAG. The JAG is responsible for preserving and protecting the Order and its chapters, and for ensuring the longevity of the same.
- f. Surgeon General (SG). The SG shall report at MOWW Conventions on such matters in the physical welfare field as may be of timely interest to the Order and shall perform such other duties as may be prescribed by the General Staff. The SG shall be responsible for preserving and protecting the Order and its chapters, and for ensuring the longevity of the same. The SG shall also write a recurring column in *The MOWW Review*.
- g. Chaplain General (CG). The CG shall lead MOWW Conventions and General Staff meetings with prayer and perform such other spiritual duties as may be customary to the office, as directed by the General Staff. The CG is responsible for planning and leading

the Memorial Service and the Ecumenical Service conducted during the national convention. The CG is responsible for preserving and protecting the Order and its chapters, and for ensuring the longevity of the same. The CG shall also write a recurring column in The MOWW Review titled “Chaplain’s Pulpit.”

- h. Historian General (HG). The HG shall acquire and preserve records of historical interest relating to the Order and its members and arrange for the safe custody and accessibility of such records, subject to General Staff approval. The HG is responsible for preserving and protecting the Order and its chapters, and for ensuring the longevity of the same. The HG shall also ensure the Companions’ submission of MOWW Form 4, “Companion Profile.”

2. MOWW Line and Staff Organizational Structure. *Importantly, the MOWW chain of command includes both the Order’s line (i.e., the CINC and all commanders) and staff (e.g., Senior Vice Commander in Chief/Vice Commanders-in-Chief, National Staff, General Staff Officers, committees, working groups, councils) elements at all levels of the Order.* Certain staff have statutory and delegated roles and responsibilities, e.g., the Chief of Staff (Chief Operating Officer, MOWW, Inc.), the Treasurer General (Chief Financial Officer, MOWW, Inc.). Commanders at all levels are responsible for collaboratively executing the MOWW mission and annually achieving all Strategic Goals, in partnership with staff elements.

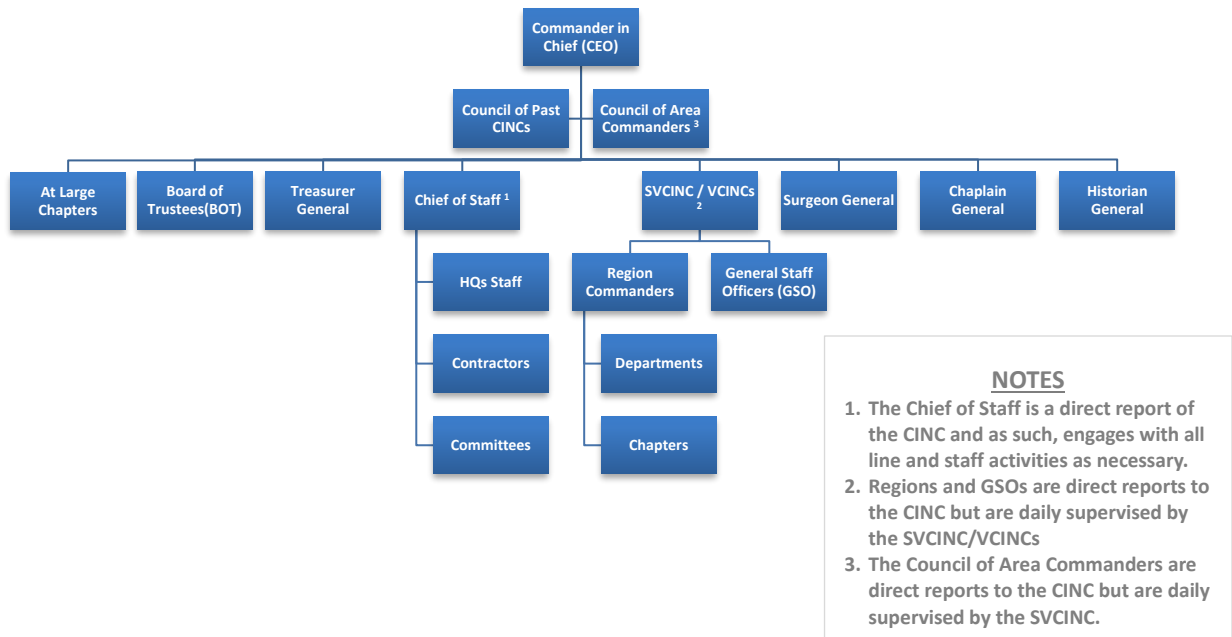


Figure 2.1. MOWW Organizational Chart

3. Using the Chain of Command. Using or following the chain of command means going to the next level of authority—be it line or staff. Using the chain of command does not necessarily mean elevating an issue up through the chain of commanders when the action is at the staff or committee level, for example. Likewise, Companions should not skip levels as issues move up the ladder. In fact, matters should be addressed at the lowest possible organizational level (line or

staff) to preclude unintentionally adopting a skip-echelon approach or elevating matters inappropriately, which does not support the best interests of the Order. Thus, lateral line and staff coordination is required.

4. Roles and Responsibilities. All commanders, staff, and Companions in general, regardless their respective role and responsibilities, are accountable for leading and influencing fellow Companions so the Companion team at any level operates in continually improving and fulfilling ways. The object is that all chapters comply with United States Code Section 501(c)(19) requirements in terms of membership candidates being qualified to be members IAW the United States Code, the MOWW Constitution, Bylaws, Policy Manual and Strategic Plan. These things will ensure MOWW's membership annually grows numerically and in individual Companion involvement, which then allows the Order to increasingly serve youth, community, and nation, and vibrantly long-lived.

D. Regions, Departments, Chapters

1. The Order is present throughout the United States and Puerto Rico, via its 77 standard chapters, which are geographically proximate to the residences of Companions. These geographic areas are organized into 10 regions, designated by Roman numerals. See Figure 2.2. Regions have subordinate departments and chapter commands.
 - a. Departments and chapters are part of the region team and so will operate under the operational leadership of their respective region commander. Departments serve on behalf of regions over their respective area of responsibility and chapters operate at the local community level.
 - b. The allocation of chapters to regions and departments should ensure the level, extent and scope of responsibilities, and span of control, between the region and department commanders is generally commensurate with all other region commanders and reflects comparable span of control.

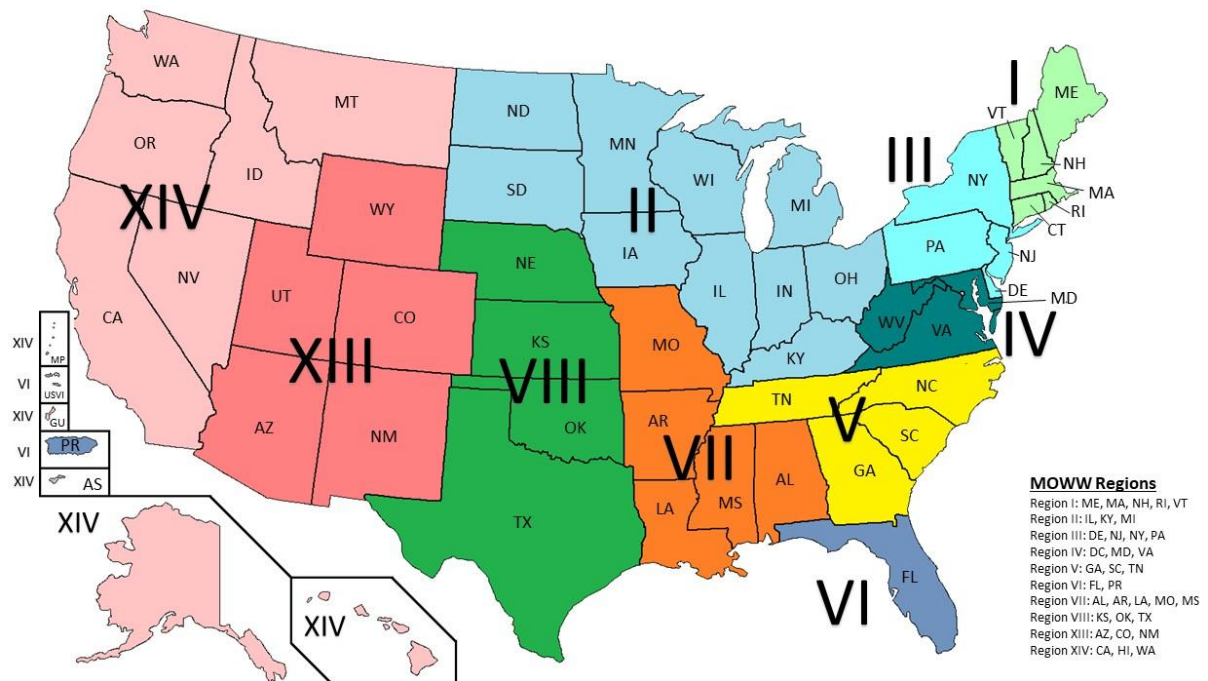


Figure 2.2. MOWW Region Map

2. Standard Chapters. Standard chapters must be chartered by the Order and possess an active Employer Identification Number (EIN), for which each chapter must individually apply to the Internal Revenue Service (IRS), and successfully file with the same annually. In addition, a standard chapter falls within the chain of command (department, region, VCINC, CINC). All standard chapters shall have written bylaws that outline its purpose and operations, have elected leadership, and be responsible for following the Strategic Plan.
3. At-large chapters are organically independent of any specific level of command except as specifically outlined under their description. They must be chartered by the Order and possess an active Employer Identification Number (EIN), for which each chapter must individually apply to the Internal Revenue Service (IRS), and successfully file with the same annually. There are, currently, two at-large chapters in the Order. In addition, at-large chapters shall have written bylaws that outline its purpose and operations.
 - a. BG Roger C. Bultman National Headquarters Chapter (At-Large). The Bultman Chapter is an At-Large Chapter that provides chapter affiliation to Companions whose domicile is not near a standard chapter. The Bultman Chapter's purpose is to further the overall Strategic Goals of the Order by assisting HQ in accomplishing the Order's mission. Specifics regarding its purpose, operations and methods shall be outlined in the Bultman Chapter's Bylaws. The Chief of Staff is statutorily dual hatted as the Commander and Adjutant of the Bultman Chapter. The Bultman Chapter consists of Regular and Perpetual Members-at-large, and Memorial and Deceased Perpetual Members. The Bultman Chapter Commander shall

appoint the Bultman Chapter Treasurer. The Bultman Chapter Commander shall be responsible to the CINC and the EXCOM and shall submit an annual report for the MOWW Convention Almanac.

- b. Hann-Buswell Memorial Chapter (At-Large). This fund-raising chapter consists only of living and deceased Perpetual Members who are already (i.e., first) members of standard chapters. The HB Chapter is independent of the chain of command but should keep the CINC and EXCOM informed of its activities and shall write an annual report for the MOWW Convention Almanac. The HB Chapter elects and/or appoints a commander, officers, and staff, as applicable. The HB Chapter is responsible for furthering/advancing the overall Strategic Plan and Strategic Goals of the Order by assisting individuals, committees, programs, etc., in furthering the Order's mission. Specifics regarding its purpose, operations and methods shall be outlined in the HB Chapter's Bylaws.

E. Supported, Supporting, Enabling & Advisory Elements

1. General. Supported, supporting, enabling and advisory elements are organized into a line and staff construct. Line elements are responsible for mission execution IAW the Strategic Goals and staff supports the line by providing mission support, program guidance, etc. To sustain and advance our Order during any Operating Year (OY), leaders and Companions must operate from a common leadership baseline to achieve shared goals, etc., as a team of teams. Baseline SVCINC and VCINC guidance on operations, oversight and conveying guidance follows:
 - a. Operations. Know how the Order operates, use the MOWW Events Calendar, track requirements and taskings, be situationally aware, be timely and sufficient in your guidance, actions, and responses, and move the Order forward every OY. Coordinate vertically (up and down) and horizontally. Do not stovepipe communications or actions. Know the Order's website, Policy Manual, etc., to enhance mentoring, leadership, and results. Use priorities. Attend meetings. Stay within your travel budget. Ask for help if needed. Provide help where needed. All Companions may directly ask the Chief of Staff, the Treasurer General and any committee for staff assistance. Have goals and objectives—and achieve them.
 - b. Supervisory Oversight. Supervisory oversight is an action role, defined as leadership, supervision, surveillance, administration, management, direction, command, etc. Oversight is proactive. Oversight uses experience, colleagues, information, publications, tools, processes, strategies, etc., to do things in team-based, timely, and standard and repeatable ways—while also profiting from initiative and innovation. These facilitate success and progress. Objectives include, but are not limited to:
 - 1) Prime Directive. Improve the Order's viability, vibrancy and longevity via decisive operations that are successfully executed in timely ways to achieve required outcomes.
 - 2) Shaping Objectives. Shaping objectives establish conditions and outcomes needed to achieve the Prime Directive.

- 3) Specified Tasks. These tasks (duties) are work done IAW standards, in time-definite, result-specific, and accountable ways, e.g., filing with the IRS, training, improving operational effectiveness and reporting on performance.
2. Supported Elements. The EXCOM and the National Officers provide strategic leadership and governance. Region and department commanders provide operational leadership and governance. Chapter commanders provide tactical leadership and governance. National Officers and commanders are the supported elements.
3. Enabling Elements. Enabling elements are the Board of Trustees (MOWW, Inc.) and these committees: Strategic Growth, Education & Training, Information & Publicity, and Finance. These elements support the entire Order by focusing on the best operational and business performance of MOWW, Inc., and the near-, mid- and long-term viability of the Order.
4. Supporting Elements. Standing national committees provide direct support to commanded elements and the national leadership of the Order, and program management guidance, training, and assistance.
5. Advisory Services. The Council of Past Commanders-in-Chief (CPC) and the Council of Area Commanders (CAC) provide non-directive advisory services and recommendations to the EXCOM. Similarly, *ad hoc* National Committees, chartered and overseen by the CINC, also provide advisory services and recommendations to the EXCOM. Advisory services are not in the chain of command.

CHAPTER 3 | FISCAL LEADERSHIP & MANAGEMENT

A. General

1. Financial Policy. This policy manual and these financial policies exist to clarify the roles, responsibilities and authorities needed to maintain and enhance fiscal management processes, activities, and decisions, and to preserve and promote the organizational and financial well-being of the Order. As a legally incorporated non-profit entity—United States Tax Code, Section 501(c)19—MOWW, Inc., has an investment portfolio and capital assets that are annually audited by a firm of Certified Public Accountants (CPAs).
2. Fiscal Year. MOWW’s Fiscal Year (FY) is from 1 January – 31 December, annually. The fiscal years of all MOWW sub-elements, i.e., regions, departments and/or chapters may be, but do not have to be, identical to the MOWW, Inc., fiscal year, i.e., they may operate under any consecutive, 12-month fiscal period. The chapter shall inform the MOWW Treasurer General (TG) in writing of any change made to a sub-element’s fiscal year immediately upon making said change and shall simultaneously provide the TG copies of any applicable IRS correspondence.
3. Fiscal Enabling Elements. MOWW fiscal management is enabled and supported by the MOWW, Inc., Board of Trustees (BOT), the Finance Committee and the national headquarters permanent staff. While they are focused on the best fiscal management and business performance, these elements also examine program management and other matters and activities to continuously improve MOWW operations, health, and longevity.

B. Roles & Responsibilities

1. The EXCOM has a fiduciary responsibility to steer the organization towards a sustainable future by adopting sound, ethical and legal governance, by having comprehensive financial management policies, by ensuring MOWW has the resources needed to execute its mission, and by leading the Order in annually achieving MOWW’s Strategic Goals.
 - a. Usually referred to as the standard of care. Every officer and other members of MOWW shall discharge their duties in good faith, with the care of an reasonably prudent person, in a like position, would exercise under similar circumstances and in a manner they reasonably believe to be in the best interest of MOWW, Inc.
 - b. Confidentiality Policy. Respecting the privacy of those we serve, donors, Companions, staff, volunteers and of MOWW, Inc., itself is a basic value the Order. Personal and financial information is confidential and should not be disclosed or discussed with anyone without permission or authorization from the CINC. MOWW policy is that such information must be kept confidential both during and after employment or volunteer service. Staff and volunteers, including EXCOM members, are expected to return materials containing privileged or confidential information at the time of separation from employment or the expiration of their service.
 - c. The EXCOM will:

- 1) Support the CINC. The EXCOM will ensure that the CINC has the moral and professional support needed to further the goals of the organization.
 - 2) Ensure effective planning. The EXCOM must actively participate in an overall planning process and assist in implementing and monitoring pursuit and achievement the plan's goals. EXCOM members must be prepared for each session of the EXCOM.
 - 3) Monitor and strengthen programs and services. The EXCOM is responsible for determining which programs are consistent with MOWW's mission and for monitoring their effectiveness.
 - 4) Ensure adequate financial resources. One of the EXCOM's foremost responsibilities is to secure adequate resources for the Order to fulfill its mission.
 - 5) Protect assets and provide proper financial oversight. The EXCOM must assist in developing the annual budget, approving the annual budget, and ensuring that proper financial controls are in place.
 - 6) Build a competent board. The EXCOM has a responsibility to orient new members, and periodically and comprehensively evaluate its own performance.
 - 7) Ensure legal and ethical integrity. The EXCOM is responsible for adherence to legal standards and ethical norm. (See the Ethics Appendix.)
 - 8) Enhance the organization's public standing. The EXCOM should articulate the Order's mission, accomplishments and goals to the public, and garner support from the same.
2. MOWW Board of Trustees (BOT). Under most state's statutes, a trustee of a charitable trust is held to a higher fiduciary standard than a director of a non-profit corporation, e.g., trustees of a charitable trust may be held liable for acts of simple negligence. A trustee also has a duty to account for and render information to beneficiaries where a corporate director has none. Even if trustees act in good faith, they may still be personally liable for negligence whereas a corporate director will not. The trustee's role is to manage assets left in trust to beneficiaries of the trust.
- a. The primary responsibilities of a trustee include maintain record copies of trust documents, and administer the provisions set forth in trust documents; maintain loyalty to trust beneficiaries, i.e., MOWW, Inc.; exercise diligence and care in managing the trust assets and always segregate trust assets from the trustees' personal assets.
 - b. Trustees manage the Order's investment portfolio with the goal to grow the principal of each fund and generate increasing amounts of revenue. The CINC nominates the members of the BOT for overlapping three-year terms. Nominations must be confirmed by the EXCOM. The CINC further nominates one of those nominated and confirmed trustees as the BOT Chair, also for a three-year term. That nomination must also be confirmed by the EXCOM. These terms may be extended at the discretion of the CINC with the confirmation of the EXCOM.

3. Finance Committee (FC). The FC corporately oversees and manages MOWW, Inc.'s, financial processes and outcomes; budget planning and execution, revenue generation, and developing continuous financial improvement initiatives—to include measures of performance (metrics). This includes influencing the Order's investment portfolio.
 - a. The FC is co-chaired by the CS/COO and the TG/CFO. Other members include the Chairman of the MOWW, Inc., Board of Trustees (BOT), the Assistant Treasurer General (ATG) and the SVCINC. The HQ MOWW Finance are accountants from a contracted accounting firm that provide *ex officio*, non-voting, committee support.
 - b. The FC's role is primarily to provide financial oversight for the organization. Typical task areas include budgeting and financial planning, financial reporting, and the creation and monitoring of internal controls and accountability policies. Core duties include:
 - 1) The development of the organization's budgeting and financial planning process,
 - 2) The creation of the organization's internal controls,
 - 3) The preparation and distribution of financial reports,
 - 4) The implementation of safeguards to protect the organization's assets.
 - 5) Working with the HQs MOWW staff to develop an annual year operating budget.
 - 6) Ensuring adherence to the budget and achievement of the adopted goals by monitoring and reporting the organization's financial activity.
 - 7) Setting long term financial goals for the organization, e.g., creating working capital or cash reserve funds, gross and net revenue targets, and/or a fund for maintaining or replacing equipment.
4. HQ MOWW Staff. The CS (COO) and the Order's permanent staff provide the Order's day-to-day fiscal management and oversight.

C. Fiscal Management Forums & Exhibits.

1. HQ MOWW Monthly Financial Performance Review (CS, TG, HQ MOWW Staff). Exhibits include:
 - a. Annual Budget
 - b. Statement of Financial Position
 - c. Statement of Activity
 - d. Statement of Cash Flow
 - e. Monthly Investment Portfolio Fund Statements.

2. Quarterly Finance Committee (FC) and Quarterly Financial Review. The BOT provides the following exhibits:
 - a. BOT Investment Strategy (based on the EXCOM-approved MOWW, Inc., Investment Policy).
 - b. Quarterly Summary of Fund Value.
 - c. Monthly Investment Portfolio Fund Statements.
3. Quarterly Finance Committee (FC) and Quarterly Financial Review. HQ MOWW provides the following exhibits:
 - a. Annual Budget
 - b. Statement of Financial Position
 - c. Statement of Activity
 - d. Statement of Cash Flow
4. Annual CPA Audit (CS, TG, BOT, HQ MOWW Staff and CPA auditors). Exhibits involved include:
 - a. Independent Auditor's Report
 - b. Statement of Financial Position
 - c. Statement of Activities
 - d. Statement of Cash Flow
 - e. Notes to Financial Statements
 - f. Supplemental Information
 - g. PM Distribution Report (OPR: HQ MOWW/DF)
 - h. MOWW/TG Ltr, Subject: Annual IRS Tax Filing and Certification Policy
 - i. IRS Ltr, Organizational Group Exemption Determination, 15 Nov 99 (reissue)
5. EXCOM. Exhibit involved: Proposed FY MOWW, Inc., annual budget.

D. Internal Revenue Service Filing Requirements

1. The Military Order of the World Wars (MOWW), as the parent (central) organization, together with its chapters and regions as subordinate units, is recognized as exempt from federal income tax on a group basis under IRS Group Exemption Letter 1300. MOWW and each chapter must maintain its own Employer Identification Number (EIN). Any other subordinate MOWW unit—including regions, departments, or similar entities—that maintains a bank account is also required to obtain and use its own EIN.
 - a. Each “sub-element” (in IRS parlance) of the Military Order (the ‘parent organization’) with an EIN shall conform to the requirements for tax-exempt status under the provisions of Internal Revenue Service (IRS) Code 501(c)(19).
 - b. MOWW as the parent organization, shall annually submit Supplemental Group Ruling Information (SGRI) to the Internal Revenue Service (IRS) in accordance with IRS requirements. Such submission shall be made no less than thirty (30) days and no more than ninety (90) days prior to the close of the parent organization’s annual accounting period. Submission of the SGRI is required to maintain the federal tax-exempt status of the parent organization and all subordinate units covered under IRS Group Exemption Letter 1300.
 - c. All chapters and other sub-elements that have an Employer Identification Number (EIN) are required to file annually with the Internal Revenue Service (IRS) using 990-N (e-Postcard), 990-EZ or Form 990. IRS Form 990 Series Filing Thresholds:
 - 1) Form 990-N (e-Postcard): For organizations with gross receipts normally \$50,000 or less.
 - 2) Form 990-EZ (Short Form): For organizations with annual gross receipts less than \$200,000, and total assets at the end of its tax year are less than \$500,000.
 - 3) Form 990 (Long Form): For organizations with gross receipts of \$200,000 or more, or total assets of \$500,000 or more.
 - d. Sub-elements filing a Form 990-EZ or Form 990 must also provide a copy of the completed filing to the MOWW Treasurer General within the same 60-day period following the end of their respective tax year.
 - e. After completing the filing with the IRS, all chapters and subordinate units shall annually submit MOWW Form FM 9 (IRS Filing Compliance) to National Headquarters no later than 30 September each year. Visit <https://moww.org/members/moww-forms/> to access MOWW FM 9. Failure to comply with this requirement may result in exclusion from the group exemption and potential loss of tax-exempt status.
 - f. Chapter commanders always retain the responsibility to ensure their respective chapter files its tax returns accurately and in a timely manner. Chapter commanders may delegate the authority to perform this task to other chapter officers (e.g., the Chapter Treasurer), but they may not delegate the responsibility for ensuring this task is completed IAW all requirements.

- g. Any sub-element's failure to successfully file annually with the IRS and submit online MOWW Fm 9 in the required timeframe will result in the delinquent MOWW sub-element forfeiting all funds due and payable in the subsequent MOWW fiscal year. In addition, the IRS will revoke the tax-exempt status of any sub-element that fails to file annually with the IRS for three consecutive years.
- h. Problems and Questions. Issues and questions concerning "IRS Filings, P&M Fund Distributions & Fund-Raising" should be directed to the Treasurer General/CFO, MOWW, Inc., (treasurergeneral@moww.org) and the Chief of Staff/COO, MOWW, Inc., (chiefstaff@moww.org) immediately upon discovery with information copies to the chapter's respective department and region commander and its applicable VCINC. This timing is important to resolve issues as soon as is possible, since the TG may consider delays in requesting help when considering suspense extension requests.
- i. Requests for Extension. In exceptional circumstances, a subordinate unit may request an extension of time to comply with IRS filing and reporting requirements. Such circumstances may include, but are not limited to, sudden and severe medical illness, death, unexpected resignation or transfer of key officers (including the Chapter Commander or Treasurer), or significant disruption of operations due to natural events or other unforeseen conditions.
 - 1) Requests for extension shall be submitted in writing through the established chain of command to the MOWW Treasurer General (TG) and Comptroller/Chief of Staff (CS). The request must clearly state the specific reasons for the extension and the anticipated duration of the delay.
 - 2) Approval of an extension shall be at the discretion of the TG and CS and shall be granted only upon a determination that the circumstances justify such relief. If the request is approved, the TG shall notify the chapter's chain of command and the Chief of Staff.

E. Perpetual & Memorial Fund Distribution, Chapter Fund-Raising

1. Perpetual & Memorial (P&M) Fund distributions are made annually if MOWW, Inc.'s P&M Funds generate a net income in any given fiscal year. No commander or Companion should expect P&M Fund distributions in any given fiscal year if there is no net income. Likewise, no commander or Companion should expect a specific P&M Fund Distribution amount in any given year based on past distributions. The net income (or losses) for each fiscal year is different.
 - a. P&M Fund Distributions will be transferred into the eligible chapter's bank account or mailed to eligible chapters at their treasurers' addresses of record as reflected in the MOWW National Directory. If that address is not correct, it is up to the individual to submit a MOWW Form 6 ("New Officer Report") to update the MOWW National Directory. Said mailings will be tracked by "USPS.com® - USPS Tracking®" to record the address, date, and time of delivery. Chapters receiving P&M Fund distributions are expected to deposit said distributions into chapter bank accounts within seven (7) calendar days of receipt, which aids the Order in best managing its accounts payable and to conform with Generally Accepted Accounting Principles

(GAAP) and annual MOWW, Inc., audit requirements by independent Certified Public Accountants (CPA).

- b. MOWW will not send any funds to any chapter that has not complied with the MOWW Bylaws, Article I, Section 9, regarding successfully filing with the IRS each year. In any case, payments will not be made until after the last day of the MOWW Fiscal Year in which the payment was earned.
 - c. Disposition of Forfeited and Non-Distributed Funds. The MOWW Board of Trustees shall deposit all forfeited and non-distributed P&M Fund distributions into the MOWW Endowment Fund.
2. P&M Fund Distribution Process. The following steps will be followed annually to calculate and distribute the P&M Fund Distribution.
- a. Chapter commanders ensure the chapter successfully files with the IRS and emails copies of successful IRS filing acceptance notices to the TG.
 - b. The Treasurer General (TG) will confirm that each chapter has successfully filed with the IRS and publish the TG Excel spreadsheet on the MOWW website.
 - c. NLT 5 January, annually, the TG provides the Finance Committee (FC) the list of chapters eligible and non-eligible for P&M fund distribution.
 - d. During January or as soon as the end of year Investment account statements are received, MOWW Finance prepares the investment spreadsheet which allocates investment balances pro-rata across the following MOWW funds:
 - 1) The Perpetual and Memorial Membership Fund
 - 2) The MOWW Endowment Fund
 - 3) The Vice Admiral George C. Dyer Executive Committee Discretionary Trust Fund
 - 4) The Vice Admiral George C. Dyer Memorial Magazine Trust Fund
 - 5) The Captain Charles Avery Satterlee (USCG) Fund
 - 6) The Gist Blair Fund
 - 7) Headquarters MOWW Operational Fund
 - e. Once the annual value of the Perpetual and Memorial Membership Fund is established, the dollar amount of the P&M Fund distribution will be determined based on the calculation in Figure 3.1 and presented to the FC for its review.

A.	P&M Fund Interest Income
B.	P&M Fund Dividend Income
C.	P&M Fund Net Capital Gains Income (Realized Capital Gains – Realized Capital Losses = Net Capital Gains/Losses)
D.	P&M Fund Investment Fees
E.	Adjustments
F.	Total P&M Fund Income (A + B +/- C - D +/- E = F)
G.	Total National P&M Distribution Share (50% of F)

H. Total Chapters P&M Distribution Share (50% of F)
I. Total Living/Deceased P&M Members
J. Per Capita P&M Member Distribution ($H \div I = J$)
K. Individual Chapter Distribution ($J \times \text{all Chapter P\&M Members} = K$)

FIGURE 3.1. P&M FUND DISTRIBUTION COMPUTATION

- f. The FC reviews the calculated P&M Fund distribution and determines if any adjustments are required. Adjustment to the calculated P&M distribution must be approved by the EXCOM.
- g. The FC presents the recommended annual P&M Fund distribution to the EXCOM for approval.
- h. Once the P&M Fund distribution is approved by the EXCOM, HQs MOWW staff will request that the Trustees transfer the amount to be distributed to the chapters to the MOWW operational checking account.
- i. The Trustees coordinate the Electronic Funds Transfer of the requested amount to the MOWW operational checking account.
 - a. The national headquarters portion (50%) of the total P&M Fund distribution will remain in the Investment portfolio until specifically requested by HQ MOWW.
 - b. HQ MOWW will confirm receipt of P&M Distribution amount for distribution to the national HQ and eligible chapters with the FC.
 - c. Using the TG-provided certified list of eligible and non-eligible chapters, HQ MOWW prepares letters as appropriate for TG signature in coordination with the FC.
 - d. The eligible chapter letter includes P&M Fund distribution check & cites requirement to use the funds to directly support MOWW Strategic Goals.
 - e. Non-eligible chapter letter includes MOWW Policy Manual requirement for eligibility extract (same info also in TG policy letter on MOWW website).
 - f. HQ MOWW mails TG letters to each chapter.
 - g. Chapters that have provided HQ MOWW with bank account information will receive an electronic funds transfer of the P&M Fund distribution.
 - h. Chapters that have not provided HQ MOWW with chapter bank account information will receive P&M Fund distribution via US mail.
 - i. Chapter commanders ensure checks are cashed upon receipt.
 - j. HQ MOWW tracks timeliness of chapters depositing (cashing) the P&M Distribution checks & advises the command chain.

- k. Commanders must ensure additional training is provided to non-eligible chapters and personnel involved in previously compliant chapters, so all chapters are Policy Manual compliant (eligible) for next year.
 - l. Region commanders will provide the compliance status and/or get well plans to the oversight VCINCs and the CINC until complete to prevent recurrence of non-compliance.
3. Chapter Funds. Commanders and Companions should not expect any year's P&M Fund distribution (if earned) to underwrite chapter operations in whole or in part. P&M Fund distributions are just one factor in any chapter's financial planning. Thus, chapters should have local fund-raising initiatives that neither rely on a P&M Fund distribution each year nor rely on chapter Companions. Instead, chapters should develop chapter funding initiatives that seek donations and grants from outside of the membership of MOWW.

F. MOWW, Inc., Investment Policy Objectives and Guidelines

1. General. This policy ensures that the Military Order of the World Wars' (MOWW, Inc.) Board of Trustees (BOT) and its investment managers receive guidance and limitations. It also ensures that there is a clear understanding of MOWW, Inc.'s investment policies, and that the MOWW, Inc. Investment Account's objectives are met.
2. Purpose. This Investment policy establishes a philosophy to guide the BOT and investment managers in achieving the performance and outcomes desired. It is intended that the objectives be sufficiently specific to be meaningful and adequately flexible to be practical.
 - a. Investments in the portfolio shall be made solely for the benefit of the MOWW, Inc.
 - b. The investment objectives shall be the protection of the purchasing power of the portfolio so that investment assets are preserved to provide benefits to the MOWW, Inc.
 - c. The portfolio will be invested with care, skill, prudence, and diligence under the circumstances prevailing from time to time that a prudent person acting in like capacity and familiar with such matters would use in the investment of a portfolio of similar characteristics and aims.
 - d. The investments of the Investment Account shall be so diversified as to minimize the risk of large losses.
3. Objectives. The investment objectives of the Investment Account are to maximize return while conserving and increasing the account principal. MOWW, Inc. expects this objective to be fulfilled within the level of economic risk that a prudent person would take under various economic conditions. The investment objectives of the "managed" portfolio include the preservation of principal, investment income, capital appreciation, and distribution of investments to maintain and support the financial needs of MOWW, Inc. and its sub-elements.

4. Guidelines. It is the investment philosophy of MOWW, Inc., that the type of assets held by the Investment Account should vary from time to time in response to changes in the economy and prospects for maximizing the return on these assets. In this regard, the assets will be invested as follows:
 - a. Establish an account or accounts to be managed for growth and income by professional money managers. These funds can be invested in either equities and bonds, with no limit as to maturity. The maximum equity position is limited to 90%.
 - b. The BOT will hire professional investment managers, who are fiduciaries, to manage these assets. As fiduciaries, their function is to advise the Board on allocating the portfolio's assets among equities, bonds, and cash reserves.
 - c. The BOT will exercise its best judgment, with the advice of its professional investment managers, to ensure the asset mix of the portfolio is flexible within the following parameters: Equities (maximum investment 90%, minimum 10%); fixed income and/or cash (maximum 90%, minimum 10%).
5. Fiscal Controls & Parameters.
 - a. Delegation of Authority. The BOT will not reserve any control except for the specific limitations described in this policy. Investment managers, as fiduciaries, will be held responsible and accountable to achieve the objectives within the latitudes and guidelines established by MOWW, Inc.
 - b. Safety of principal. Safety of principal is paramount. However, it is believed that safety of principal should not be imposed on each individual investment. Instead, the portfolio should, over the long term, conserve and increase the purchasing power of the principal while meeting the current income requirements of the Investment Account.
 - c. Liquidity. To help prevent a loss upon the forced sale of a security to meet a required payment, the BOT will periodically provide investment managers with an estimate of the net annual requirement, where applicable.
 - d. Types of Assets. MOWW, Inc. wants the BOT and investment managers to be free to choose from among the following, subject to the investment guidelines section of this document:
 - 1) Federally Insured Deposits (CDs, etc.).
 - 2) US Government-Backed Repurchase Agreements.
 - 3) Money Market Mutual Funds.
 - 4) US Debt and Equity Mutual Funds and Separately Managed Accounts. *

- 5) International Debt and Equity Mutual Funds and Separately Managed Accounts. *
- 6) Mortgage-Backed Securities. *
- 7) Mortgage-Backed Mutual Funds*
- 8) Corporate Bonds and Notes. *
- 9) U.S. Government and Agency Bonds.
- 10) Preferred Stocks.
- 11) Convertible Stocks and Bonds. *
- 12) Common Stock.
- 13) Selling Covered Call Options on stocks.
- 14) Dollar Denominated ADR's Zero-Coupon Bonds.
- 15) Other investment opportunities recommended by investment managers.

* Fixed income portfolio must maintain an average BBB credit rating or better on the Standard & Poor's and Fitch scale. ("AAA" and "AA" are high credit quality and "A" and "BBB" are considered medium credit quality, investment grade. Credit ratings for bonds below these designations (i.e., "BB," "B," "CCC," etc.) are considered speculative or low credit quality and are commonly referred to as "junk bonds."

G. MOWW Funds

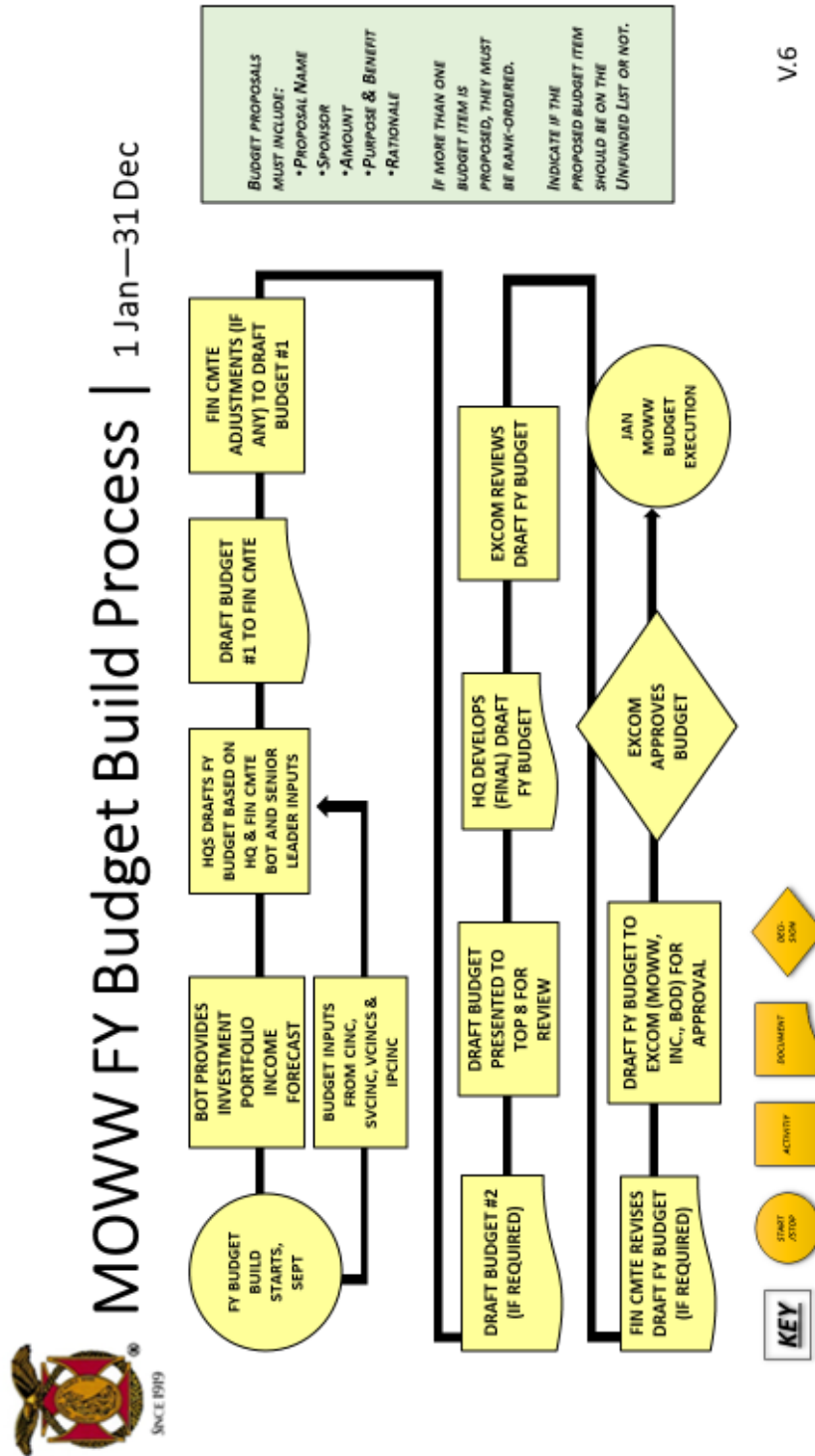
1. MOWW investments can vary in name, nature, and composition over time. However, they always reflect the Order's Investment Strategy. MOWW Funds have been organized into two consolidated investment accounts with Merrill Lynch, with the bulk of these funds in one of two accounts. These consolidated investment accounts pooled both donor restricted and unrestricted funds. HQ MOWW Finance annually tracks the net assets of each donor-restricted fund and how much of each fund's net assets were released from donor restrictions by incurring expenses which satisfied the purpose or time restrictions specified by donors.
2. *The Perpetual and Memorial Membership Fund* is made up of all contributions received to record such Companion members as Perpetual or Memorial Memberships. This fund is irrevocable, and no withdrawals of *corpus* may be made for any purpose. Annual chapter eligibility for P&M Fund distribution results from MOWW, Inc. earning net income from the P&M Fund, chapters maintaining an active EIN from the IRS, and chapters annually filing a tax return with the IRS and complying with MOWW's Bylaws.
 - a. HQ MOWW shall retain one-half of the income for the use of the Order and distribute the other half, *pro rata* to the chapters based on their rolls of Perpetual or Memorial Memberships, as adjusted based on chapter compliance with the MOWW Bylaws, Article I.

- When a chapter makes itself ineligible to receive a P&M fund distribution by not filing with the IRS for any given year, IAW the MOWW Bylaws, said funds are forfeited and reinvested into the MOWW Endowment Fund. The BOT may also forward the net income or a portion thereof from the Perpetual & Memorial Membership Fund in installments as of 31 December of each year as recommended by the MOWW Finance Committee. The EXCOM approves such recommendations.
- b. When a Perpetual Member (PM) and a Hereditary PM (or a Regular Member (RM), a Hereditary RM or a Senior RM) requests their chapter affiliation be transferred from one chapter to another chapter, that member shall notify the national headquarters of said request in writing. In turn, the national headquarters shall advise the two chapters affected in writing of said transfer. When PMs or Hereditary PMs transfer, any entitlement vis-à-vis a Perpetual & Memorial Fund distribution conveys with the reaffiliated member without constraint to the member's new chapter of affiliation.
3. *The Endowment Fund* is made up of unrestricted gifts received from time to time from members and friends of the Order, the investment of surplus funds accumulated at the National Organization and past appropriations for a purpose no longer existent—plus accumulations of income on such funds. The provisions of this paragraph shall not preclude the use of surplus funds of a preceding MOWW Fiscal Year as operating capital for the succeeding MOWW Fiscal Year. The BOT shall forward the annual net income as of 31 December of each year from this fund as requested by the Chief of Staff for deposit in the general operating fund to assist in meeting the operating budget of the Order. Withdrawals beyond this fund's annual net income may be authorized only by the Executive Committee.
 4. *The Vice Admiral George C. Dyer Executive Committee Discretionary Trust Fund* was established to provide a perpetual trust for those purposes selected by the EXCOM at its sole discretion. The BOT shall forward the annual net income as of 31 December of each year from this fund as requested by the Chief of Staff to fund these purposes as a part of the MOWW budget. No withdrawals from this fund's *corpus* are allowed.
 5. *The Vice Admiral George C. Dyer Memorial Trust Fund* was established to provide cash awards for excellence in writing to members of the Order whose articles are published in the *MOWW Review*. Five cash awards are made consisting of first prize, a second prize, and three honorable mention prizes. The Magazine Committee select the winners. The BOT shall forward the annual net income as of 31 December of each year from this Fund as requested by the Chief of Staff to fund these prizes. No withdrawals from the *corpus* of this fund shall be allowed.
 6. *The Captain Charles Avery Satterlee (USCG) Fund* is a fund established to present an award to a United States Coast Guard (USCG) Academy graduate each year. This award has two components: the MOWW Pistol Marksmanship Award; the Captain Charles Avery Satterlee Award for Composition and Rhetoric. The BOT shall forward the annual net income as of 31 December of each year from this Fund as requested by the Chief of Staff to fund this award. No withdrawals from the *corpus* of this fund shall be allowed.
 7. *The Gist Blair Fund* was established as a testamentary trust to finance certain limited and specified historical purposes for the benefit of the Order, as spelled out in the trust document. It

is controlled within the limits of its provisions by the BOT. No withdrawals from the *corpus* of this fund shall be allowed.

8. *Headquarters MOWW Operational Fund* was established because of an undesignated gift to the Order by Major Carl E. Nemethi, USAF (Former), to underwrite the operations of the National Headquarters and the Order, to include the publication and distribution of *The MOWW Review*[®] magazine.

FIGURE 3.2. MOWW FISCAL YEAR BUDGET PROCESS



CHAPTER 4 | REGION LEADERSHIP & TEAM-BUILDING

A. General

1. The Order is comprised of regions designated by Roman numerals spanning the breadth and depth of the fifty states, territories, and possessions. An annually elected region commander leads each region. Regions are comprised of departments, chapters and, if established, cadres.
2. The region commander is in the MOWW chain of command, and a member of the National General Staff and the Nominating Committee. The region commander leads the region team and together with other region Companions, is responsible for the health and success of the chapters, the development of cadres and new chapters, and the well-being and fulfillment of the Companions in the region. As is the case with all commanders, the region commander is responsible for leading and influencing Companions so the region Companion team at any level operates in a continually improving way and results in all chapters achieving stated goals and objectives. The region is comprised of all department and chapter commands, and their Companions. Department commanders directly support region commanders.

B. Region Commander

1. The region commander leads the region's effort to achieve MOWW's Strategic Goals in all the region's sub-elements, e.g., chapters. The region commander also assesses the health and considers appointing staff to help lead the effort to achieve MOWW Strategic Goals in each chapter in the region. Ensure vacancies do not exist in chapter commander, senior vice commander, adjutant, and treasurer positions. Note that multiple-hatting individuals increases the risk of not achieving objectives. See also MOWW Form 16, "Region & Department Commander Checklist." Use Appendix N, "Chapter Assessments," to annually assess each chapter in the region.
2. The region commander also leads the region-wide effort to be aware of and promote the health of all chapters and establish new cadres and chapters to extend the reach of the Order. Department commanders directly support the region in this.
 - a. Chapter Viability. Chapter viability is essential for the good of the order, region, department, and the chapter itself. Viability may be established by taking such actions including, but not limited to, the following steps:
 - 1) Electing officers and receiving commander and treasurer training.
 - 2) Applying for and receiving a federal Tax Identification Number (TIN)/Employer Identification Number (EIN).
 - 3) Filing all federal and other tax returns that may be required by law.
 - 4) Establishing a regular meeting schedule.

- 5) Developing a Chapter Action Plan (CAP) to begin to achieve scalable, capability-based outcomes derived from the MOWW Strategic Plan, to include, necessarily, a recruiting plan.
 - 6) Reporting results as required by MOWW policy.
- b. Chapter Health/Chapters in Crisis. All commanders should be aware of the status of all sub-elements within their command. For region commanders, which extends to departments and chapters in the region. Where indicated, the region commander should take steps to promote and/or restore the vibrancy of all chapters in the region and seek extra-region assistance where such assistance is needed. Region commanders should keep their respective SVCINC/VCINC apprised of the state of their command as circumstances dictate. Every effort should be made to prevent chapter closures, and to reverse negative trends in membership end-strength and participation. See the paragraph on Chapter Viability above.
 - c. Cadre and Chapter Development. Region commanders should develop new cadres and chapters. In those states in the region without chapters or cadres, region commanders should appoint commanders who will develop them. In doing so, the region should coordinate with departments on the selection of cities which have potential for establishment of chapters and assist in any way possible. See the paragraph on Chapter Viability above.
 - d. Region Conferences. Region Conferences are a primary way by which MOWW provides general and position training to leaders and Companions of the Order. These conferences are for all Companions—not just commanders.
 - 1) Region commanders must host at least one in-person region conference annually during the MOWW operating year (1 July through 30 June of the following year). Region commanders should also host an in-person region conference between September and December, annually, i.e., shortly after the conclusion of the annual MOWW Convention, to ensure chapters have properly prepared their outreach Program Engagement Plans (PEPs) and Chapter Actions Plans (CAPs). Region commanders should host second region conference (in-person, virtual or hybrid) early in the spring to recap the year's operational results, address issues and develop remediation plans, and prepare for the annual MOWW Convention. See Appendix P Region Conference Schedule Template.
 - 2) Scheduling and Distribution. In the late summer/early fall of each calendar year, but not later than 30 September of each year, region commanders should schedule their fall and spring conferences, after coordinating with their respective SVCINC/VCINC. Each VCINC will submit their respective regions' conference schedule to the SVCINC by 30 September of each year. The region conference will be posted to the moww.org website.
 - e. Reports. Region commanders will make oral or written reports, etc., to the CINC, the SVCINC/VCINC, Chief of Staff, the EXCOM, etc., as may be required. This includes, but is not limited to, each region commander emailing their annual report (attachment format: Word.doc) to the Chief of Staff NLT 1 June, annually.
 - f. Achieving Success. Success requires planning, cooperation, follow-through, and follow-up to achieve. The Region commander and the region team accomplish objectives by first ensuring

the region team is elected or appointed and assigned duties that directly support the region achieving all Strategic Goals and establishing new cadres and chapters.

- 1) Prior to the beginning of the term of office, the newly elected region commander should review the region bylaws and propose updates needed. (Regions, departments, and chapters will not have constitutions since all levels of MOWW operate under the MOWW Constitution.)
 - 2) Chapter Action Plans. Region commanders should ensure all chapters have Chapter Action Plans (CAP) to enable them to achieve MOWW Strategic Goals and local objectives. (See the MOWW website (www.moww.org), "Companions Only," "Tip & Guides") Regions and chapters will periodically review their progress during region conferences and chapter staff/general meetings.
 - 3) Goal setting. Region commanders should organize their staffs and establish goals and deadlines. Goals should be specific. They also should be measurable and attainable, yet a challenge. For example, a goal "to increase membership" is neither specific nor challenging. An increase of a single member would accomplish it. A better goal is, "to increase membership by a net five percent." This is specific, actionable, measurable, and attainable. Publish goals so all know what is expected.
 - 4) Region commanders should promote activity and cooperation among the chapters and encourage the formation of new chapters. Region commanders should measurably increase net membership. They should also improve and widen the Order's public standing using all resources at their disposal, to include department commanders.
 - 5) Region commanders should issue periodic newsletters or memos to pass on information and guidance during the interim between meetings. Likewise, the region commander and staff should receive chapter bulletins.
 - 6) Accountability. The region commander should keep the CINC fully informed on region activities, goals, achievements, problems, and solutions while also keeping the SVCINC/VCINC and the Chief of Staff informed. He should attend chapter meetings when the CINC is present and invite the CINC to all Region meetings. Extend this same courtesy to the SVCINC, the VCINC with responsibility for the region, and the Chief of Staff.
3. Region Staff Officers. Region staff officers directly support the region commander, attend region conferences and meetings, promote frequent and collegial communication vertically and horizontally, and assist the region's sub-elements as needed. Suggested roles follow; but region commanders retain the authority to establish region positions and make assignments as desired. No specific staff composition is required. Instead, a region commander's staff is up to that commander's discretion. Examples follow:
- a. Vice Commander. Organizes and leads the region-wide effort to achieve the Order's goals in recruiting, retaining and involving Companions in the region's chapter. The region senior vice commanders may be given other duties required, e.g., management of Region Coordinators.

- b. Treasurer. The Treasurer oversees region sub-element compliance with filing with the IRS and certifying with the MOWW Treasurer General. The Treasurer also receives all dues and monies payable to the region and disburses funds, prepares, and distributes financial reports—as authorized by the commander.
4. Region Coordinators. Region commanders may appoint region coordinators (who are part of the permanent or matrixed region staff) to oversee membership (recruiting and Companion involvement), education and training (commander and treasurer training), information and publicity (newsletters, news releases) and outreach program execution.
 - a. Region Coordinators assist region commanders in the performance of their duties and achievement of their goals in outreach areas and collaborate with the region senior vice commander and vice commanders about these areas and achieving the Strategic Goals within the region.
 - b. They should prepare and submit the necessary reports to the applicable national committee chair, keep the region commander fully informed, and perform other duties as required. They should provide advice and assistance to subordinate units in their individual scope of responsibility.
 - c. Region Coordinators will provide their full rank, name, and contact information to the applicable national committee chairs (their contact information is in the online MOWW National Directory) and to the Chief of Staff (for inclusion in the National Directory). Program Coordinators' titles reflect their scope of responsibility and by the objectives of the national committee listed immediately above that they directory support.

C. Department Commander

1. Department commanders are part of the region commander's team and so are not only the immediate senior commander to chapters, but they are also senior officers on the region commander's staff. A department commander exercises control over two or more chapters, plus any number of cadres. Department commanders with less than two chapters within their respective area will be appointed by the region commander and will take office prior to 1 July of each year. All other department commanders, i.e., those departments with two or more chapters, will be elected by their chapters. Region vice commanders, region general staff officers, and/or the region's department commanders are specifically assigned to help lead the region-wide effort to achieve MOWW Strategic Goals. Department goals are the region goals. See also MOWW Form 16, "Region & Department Commander Checklist." Use Appendix N, "Chapter Assessments," to annually assess each chapter in the department.
2. As members of the General Staff, department commanders attend the annual MOWW Convention and region conferences and encourage others to do the same. Department commanders may represent any one chapter in their department that has no delegate present at the annual MOWW Convention. Nominating Committee procedures will apply.
3. MOWW Resolutions. The department commander is responsible for distributing all approved MOWW Resolutions to their Senators, House Members and Delegates (e.g., Washington, DC) in the US Congress. A copy of these MOWW Resolutions, with a cover letter or note from the

department commander, should be hand delivered or mailed to the Senator's or Representative home office.

D. MOWW Conventions, Region Conferences & Chapter Visits

1. MOWW Conventions.
 - a. National Officers, e.g., region commanders, department commanders, chapter commanders, general staff officers, MOWW committee chairs, YLC Directors, etc., should attend MOWW Conventions. National Officer attendance is vital to participate in the leadership of the Order, to benefit from the learning experience, and to promote "Companionship" and camaraderie.
 - b. The region commander is automatically a member of the MOWW Nominating Committee at the MOWW convention. In the absence of the region commander, the region commander may provide a written authorization for the region's senior vice commander, vice commander or a general staff officer to represent the region commander. Nominating Committee procedures apply. Whoever attends has only his or her own vote and may not represent any other department or chapter.
2. Region Conferences (see the Appendices to this Policy Manual.)
 - a. Purpose. Region conferences build on annual MOWW Conventions and are required forums needed to lead the Military Order by reviewing the achievement of Chapter Action Plans, providing the training and development needed to enhance chapter success, share proven initiatives, and resolve issues. They are essential to maintain interest and provide motivation. This guide applies to region and department conferences because some regions are comprised of large geographic areas, thereby making the use of region and department conference venues more responsive to widely distributed chapters and Companions.
 - b. Conference Frequency. Region (with department commanders attending) must host at least one in-person conference annually during the MOWW Operating Year, i.e., 1 July — 30 June of the following year. Ideally, one in-person conference should occur shortly after the annual MOWW Convention to immediately share information and decisions from the convention, provide training and finalize the region/chapter game plan (i.e., Chapter Action Plans) for the Operating Year. The other in-person region conference should occur coincident with elections early during the second calendar quarter and share progress on initiatives resulting from the MOWW Convention, provide training and finalize review progress based on earlier-approved Chapter Action Plans (CAP) for the Operating Year. This second conference may make use virtual or a combination in-person and virtual (hybrid) formats.
 - c. Duration. Conferences should be not less than one full day but not more than two days. The preferred duration is two business days to enable the requisite training & education, program, and operational performance reviews to occur, and to control costs.
 - d. Attendance. All chapter and department commanders from any given region are expected to attend their respective region conference. When attending MOWW Conventions and region conferences, attendees should participate in the entire agenda—including social activities.

- 1) Commanders who cannot attend due to unavoidable reasons should send a senior representative from their command with the delegated authority to fully participate and cast informed votes on that command's behalf on all matters.
 - 2) Other staff officers from throughout the applicable region and department, e.g., adjutants, treasurers, senior vice-commanders, chapter delegates and general chapter members are encouraged to attend. These optional attendees should also plan to participate in the entire agenda, including social activities.
- e. Region Conference Agenda. The agenda is how regions convey senior leader guidance (e.g., CINC, EXCOM), the results of the annual national convention, and other pertinent information, training, and development. It is also a (constructive) feedback mechanism.
- 1) Framework. Mandatory agenda items motivate, stimulate, and inform commanders and staffs so all begin the operating year (immediately post-MOWW Convention) better equipped to achieve needed outcomes. They include MOWW's Strategic Goals by chapter, IRS filing & HQ MOWW certification status by chapter, chapter cadres and chapter restoration, and training seminars. Optional conference topics are at the discretion of the regions or departments, respectively, other commanders, e.g., outreach programs, awards and citations, chapter administration, fund-raising, public relations. A one day only conference (e.g., 0900 start and 1600 stop) will be insufficient to fully benefit from the bi-annual convening. If possible, separate events for spouses are encouraged.
 - 2) Speaker. The MOWW Commander in Chief (CINC) or the applicable VCINC are the preferred speakers at region/department conferences. However, conference speakers are at the discretion of the region commander. If the CINC or the region commander, respectively, are unavailable, other speakers addressing topics relating to MOWW's Preamble, one of its outreach programs (i.e., Patriotic Education, Scouting, Reserve Officer Training Corps, Veterans Affairs, National/Homeland Security, Public Safety / Law & Order) or other pertinent leadership topics are appropriate.
 - 3) Social. Many regions and departments find having a casual social the evening before their one-day conference to be enjoyable from a "companionship" perspective, in addition to providing team-building benefits. Additionally, the "coat & tie" dinner meeting culminating the conference is a great opportunity to hear the message of the guest speaker, formally present awards and decorations (vs. presenting them during the business session), involve family members and generally enjoy the benefits of team building and Companionship.
 - 4) Honors. Securing the services of an honor guard from ROTC/JROTC detachments, law enforcement elements, local military installations, etc., adds to the dignity of the dinner meeting.
- f. Logistics.
- 1) Site. Region and department commanders approve their respective conference sites, dates, agendas, and social activities.

- 2) **Planning, Administration & Publicity.** As a part of developing the conference agenda, region and department commanders should ask their lower echelon commanders in the region or department, respectively, to submit potential conference topics. Additionally, distributing flyers early that include registration forms, menus, lodging suggestions, directions from lodging to the conference site, etc., are helpful to attendees. Region and department commanders should distribute the agenda and background materials to their respective conference attendees well prior to the conference to allow conferees to best prepare to participate in the conference. Region commanders should consider asking a chapter in the region to be the host chapter for the region conference to make the necessary arrangements, etc.
 - 3) **Chapter Activity Update.** Prior to the conference, chapter commanders should submit the chapter's status update vis-à-vis achieving MOWW's Strategic Goals at the chapter level. This update should not exceed two pages in length.
 - 4) **Meals.** Arrange for cost-sensitive and healthy meals that respond to typical culinary preferences, i.e., meat, fish, vegetarian, and special dietary needs.
 - 5) **Dress.** Casual dress is appropriate for the "Welcome Social." Coat and tie for men and comparable dress for women are appropriate for the business meeting. Military Service Dress or Mess Dress Uniform and comparable dress for civilians are appropriate for the dinner meeting.
 - 6) **Minutes.** Post-conference, region and department commanders will provide their respective conferees with meeting minutes and action items (with OPRs/OCRs and suspense's). Region and department commanders will track their conference's respective open action items to completion via recurring updates provided to all commanders in the region—whether at department or chapter level.
3. **Chapter Visits.** The SVCINC, VCINCs, and region and department commanders should periodically attend chapter staff and/or chapter membership meetings to reinforce the relationship between the various levels of command, promulgate guidance and seek feedback, learn of, and share best practices, recognize Companions, and learn of areas requiring senior leader or commander attention.

CHAPTER 5 | CHAPTER LEADERSHIP & TEAMWORK

A. General

1. Chapter success and Companion fulfillment. All good things result from Companions working together to achieve MOWW's Strategic Goals via companionable teamwork—from the chapter commander to the newest Companion. This is primarily enabled through Companion involvement in our outreach programs and service to the community.
2. Organization. John Maxwell, a noted author on leadership says, "Leadership is influence, nothing more, nothing less." He also writes, "True leaders understand the principles of leadership. It is not about titles or raising themselves up; rather, it is about lifting others up. A true leader adds value to others." In that regard, the commander sets the tone for everything. Chapters flourish when their members agree on and work diligently to achieve MOWW's Strategic Goals and chapter objectives. Leadership, followership, initiative, and follow-up and follow-through are vital to success.
3. Commander. After a chapter is successfully established, its continued vitality and growth depends on the vision, initiative, and leadership of the commander, complemented by strong recruiting, mentoring and involvement and achievement involving all chapter Companions.
4. Officers. Chapter success results from a motivated, trained and a goal-oriented team of elected and appointed officers. Always proactively led by the commander, this coalition of diverse and chapter Companions provides Companions the opportunity to showcase their talents and interests via the renewable volunteerism of Companions in the service of others.
5. Companions. Selfless service is characterized by continuing volunteerism. Companion participation comes from finding ways to personally involve each Companion—new or long-standing), and training, mentoring, and distributing roles and responsibilities to all members, so chapter strength and agility comes from many Companions—not just a handful.

B. Chapter Command

1. Leadership drives results in a vision-oriented and leader-inspired team environment.
 - a. The mainstay of a successful chapter is well-informed, highly motivated and goal-oriented leaders. Effective leadership means that there must be a chapter commander with the time, energy, and ability to inspire and coordinate the efforts of other Companions. The commander leads and guides the chapter's operation and must attract capable and interested new members because no one Companion can do it alone; that is why we are Companions.
 - b. If you are retired or former military, you had leadership training and experience in the Armed Forces. If you are a hereditary member, you have leadership experience from your corporate, private sector and life experience. Regardless the category of your membership, your experience will stand you in good stead as you lead your chapter to greater membership,

- program involvement and success, and influence in your community, or support those objectives as part of a vibrant team.
- c. If your chapter is a purposeful and forceful organization in the local community and fully supportive of the Preamble and Strategic Goals of our Order, it will be a chapter known for its high standards and worthy deeds in chosen areas of activity. If your chapter has issues to resolve, e.g., membership, involvement, etc., you can contribute by returning your chapter to full health. Your region and department commanders can arrange if not provide invaluable assistance.
 - d. The key to identifying challenges is to seek counsel from fellow Companions at all levels, ask for help where needed and lead the continuous improvement effort. The chapter commander must have the perception to recognize ability in others and to delegate his authority (even though the commander will always retain the responsibility). He should appoint capable, willing committee chairs and program coordinators and utilize all the talent at the commander's disposal—whether those Companions are senior in tenure or new to the Order.
2. Chapter Commanders develop the chapter team and mentor Companions to promote chapter longevity.
 - a. Chapter Commander Roles and responsibilities. The commander has overall responsibility for the health, vibrancy, viability, success, and longevity of the chapter. The commander leads chapter operations, appoints committee/program chairs and members, approves the annual budget, assigns additional duties and is responsible for ensuring Companion mentoring and chapter training occurs. The chapter commander reports directly to the department commander, who in turn reports to the region commander.
 - b. Facilitate chapter success.
 - 1) Use a Chapter Action Plan (CAP) to achieve MOWW's Strategic Goals at the chapter level, and coordinate it with your department and region commanders, and your VCINC. Since success—especially sustainable success—necessarily involves a sustainable team effort, be sure to involve people, train them and fulfill them via their volunteerism and by recognizing excellence.
 - 2) Host regular, chapter and staff meetings. Ensure chapter officers, staff and Companions are mentored, trained and are proficient in the MOWW website www.moww.org.
 - 3) See also MOWW Form 19, "Chapter Commander Checklist."
 2. Communicate and collaborate.
 - a. Routinely communicate within the chapter, with all Companions, from all quarters. Use the chain of command to receive training and expand capabilities. Encourage Companions to talk with national committees and the permanent party HQ MOWW staff—*no prior permission is required*. Seek needed assistance, realizing you do not have to be local to help locally.

- b. Involve Everyone. Include all chapter Companions—from the newest to the most senior Companions. Ensure every key position has an assistant to promote involvement, mentoring and continuity of operations and expertise. Rotate leadership roles—including program coordinators, assistants, and vice chairs.
3. Lead in time-definite and results specific ways.
 - a. Review the “Chapter Commander Checklist” (MOWW Form 19) and all material hosted on the MOWW website at www.moww.org, e.g., “MOWW Publications,” “MOWW Forms,” Tips & Guides” to ensure familiarity with requirements and guidance, and programs and awards.
 - b. Discuss and refine the Chapter Action Plan (CAP) with the chapter staff, and later the chapter membership. Select Program Coordinators and make other appointments and brief (train) each on their part in achieving MOWW’s Strategic Goals at the chapter level.
 - c. Submit an MOWW Form 6, “New Officer Report,” as needed via the MOWW website at www.moww.org.

C. Chapter Officers & Staff

1. Most chapter staffs have an elected senior vice commander, adjutant, and treasurer, if not also other elected and/or appointed positions as needed. Chapters should naturally organize themselves in scalable, capability-based ways.
 - a. Senior Vice Commander. This position is optional. The incumbent organizes and leads the chapter effort to achieve our Order’s recruiting and retention Strategic Goals. In addition, the incumbent performs duties as assigned by the chapter commander, e.g., as a project or committee chair, as a mentor and/or trainer. Provides oversight to programs, committees and other chapter activities and meetings, e.g., meeting coordinator. Serves as the acting commander in the event the commander is absent, unavailable for extended periods or incapacitated.
 - b. Junior Vice Commander(s). This position is optional. The incumbent performs duties as assigned by the chapter commander, e.g., manages the awards and decorations program, maintains the chapter member roster (www.moww.org, “Companions Only,” manages the Companion Profile Program (in the absence of a chapter historian), and other duties as may be required.
 - c. Adjutant. This position is required. The Adjutant is the “executive officer” to the commander. The incumbent performs duties as assigned by the chapter commander. Depending on the commander’s directions, and if a senior/junior vice commander position is used, the adjutant may manage the awards and decorations program, the chapter member roster (www.moww.org, “Companions Only,” “Chapter Officer Resources,” Companion Profile Program (in the absence of a chapter historian), the chapter’s files, and other duties as may be required. This officer is responsible for all chapter correspondence, records, and property, including chapter membership applications and registration, etc., and performs such other duties as the commander may assign.

- d. Treasurer. This position is required. The incumbent: chairs the budget committee; prepares the budget and manages financial execution of the same; maintains the chapter's investment portfolio and receives, accounts for, and distributes as chapter monies as required. Among other duties, the chapter treasurer also annually files successfully with the IRS on behalf of the chapter and reports the same to the MOWW Treasurer General as overseen by the chapter commander (who is responsible for this requirement). The treasurer also disburses funds, prepares, and distributes financial reports, and regularly briefs the staff and general membership on the financial status of the chapter. This officer also heads the chapter effort to ensure Companions pay MOWW membership dues on time and manages the chapter fundraising program—to include maintaining a list of donors. Note that dues payments may only be paid by check or credit card; cash payments are not accepted
 - e. Newsletter Editor. This position is required. The chapter newsletter editor is a key position as the newsletter is the most common way chapters maintain a record of the events of the year (another source is the committee chairs/program coordinators). The chapter newsletter is also a major way to directly support the chapter information and publicity program goals, which also features news releases using the MOWW New Release Guide. The chapter newsletter should include an adequate narrative of staff and chapter meetings, and chapter events and accomplishments. Not only does this keep the membership informed, but the newsletter can be an important source of information when developing chapter submissions for MOWW program awards.
2. Other Officers & Staff. Some chapters have other elected and/or appointed officers (e.g., Chaplain, Historian, Marshal, Surgeon, Staff Judge Advocate) or committee chairs (e.g., membership, budget, outreach programs, nominating and special events such as Youth Leadership Conferences (YLCs, Youth Leadership Seminars (YLS), Massing of Colors (MOC), etc.).
 3. Chapter Program Coordinators & Committees.
 - a. The number and type of program coordinators, committees, etc., within a chapter vary by chapter, based on chapter size, Companion involvement, etc. Chapter commanders will appoint program coordinators for the Patriotic Education, Reserve Officer Training Corps, Scouting, Veterans Affairs Programs, the Information & Publicity Program, and Education & Training. Program coordinator roles may be combined, as appropriate, given chapter size, circumstances, etc.
 - b. Program Coordinators assist chapter commanders in the performance of their duties and achievement of their goals in these areas and collaborate with the senior vice commander and vice commanders about these areas and achieving the Strategic Goals. Chapter program coordinators will provide their full rank, name, and contact information to the applicable region program coordinator. Program coordinators' titles reflect their scopes of responsibility and by the objectives of the national committee listed immediately above that they directory support.
 - c. Chapters may also have committees, e.g., Planning Committee (Chapter Action Plan), Budget Committee, Financial Review Committee, Newsletter Committee, or a Publicity Committee. Committees may be combined, as appropriate, given function, chapter size, circumstances, etc.

D. Recruitment & Chapter Viability

1. Recruitment is more than simply joining; belonging is more than membership. Recruiting keeps chapters viable. For years, recruiting was just persuading veterans to join and pay dues. Today, that is just not enough.
2. Likewise, we often view the Order's chapters as being perfectly independent elements of MOWW (in fact, they are sub-elements of MOWW)—even when they are struggling or have ceased operations, as if to say the Order should only be good a Wingman or Battle Buddy if asked. Sometimes, those most needing assistance—people or organizations—are the last to request help. Just as there is no dishonor in calling for reinforcement in combat, there is no dishonor is a chapter asking for assistance if it needs it. Frankly, how goes any Companion or chapter, goes the region and the Order.
 - a. These things speak to our shift from mere recruiting to the imperative of recruitment. Recruitment refers to the process of recruiting new members and renewing current memberships. Recruitment also refers to activities that attract, select, appoint, and/or elect suitable volunteer candidates for positions, jobs and/or duties, whether they are temporary or permanent.
 - b. Thomas W. McKee authored an article on recruitment, "The Seven Deadly Sins of Recruiting Volunteers," which is very instructive.
 - 1) Sin One: Expecting announcements to get volunteers. They do not. For example, when we broadcasted announcements for Financial Development Committee volunteers, we got no takers. When we asked why folks perfect for the role did not volunteer, they said, "You never asked me."
 - 2) Sin Two: Going it alone. We often do this. It is a well-led and organized team that routinely holds itself publicly accountable for achieving desired results that succeeds. Partnering also makes a difference, whether partners are in or out of the Order. Younger people especially like teaming, shorter-term commitments (e.g., for projects), passion-based activity and motivating leaders.
 - 3) Sin Three: Recruiting lifetime individuals, not short-term project teams. Recruiting teams rather than individuals is particularly effective with younger volunteers. Many people are afraid of getting tied into a job for years and never being able to get out of it. They get burned out and quit. Potential replacements see the handwriting on the wall. We face that daily.
 - 4) Sin Four: Assuming that "no" means "never." Timing is everything. When we hear, "no," we often feel personally rejected. We should not. Sometimes "no" means "not now," or "you haven't persuaded me."
 - 5) Sin Five: Falling into the BIC (Butt in Chair) trap. Because we are in desperate need for volunteers and need them quickly, we plead our case to anyone who "fogs a mirror." Most times, the chair is better empty than filled with the wrong person who does nothing, achieves nothing or is high maintenance.

- 6) Sin Six: Being people driven rather than position driven. This may seem anti-intuitive, but it is not. For example, we tell people, “Please be a part of our group” or “Take this job,” but we do not tell them what we need them to achieve, etc. In looking at volunteer teams, we should decide what positions we need to accomplish the mission, specify what we the team to achieve, and regularly follow-up to ensure time-definite and result-specific success.
 - 7) Sin Seven: Giving the position the wrong job title. Names mean something, which is why we now focus on recruitment vs. recruiting. Wrong job titles send the wrong message and attract folks with the wrong credentials and the wrong expectations.
3. Submission of MOWW Form 1, Membership Application. Initial Membership Applications may be submitted in two ways: paper form (hardcopy), or electronically via the MOWW Website.
 - a. All items must be filled out to their fullest extent to ensure fast processing. Two signatures ensure the applicant has confirmed the accuracy of the information provided, and the sponsor has personally verified the applicant’s information for accuracy, especially in the area of their service in the Armed Forces or in the Uniformed Services of the United States.
 - b. The applicant’s sponsor (recruiter) is required to verify the applicant’s details prior to signing as the Sponsor.
 - c. No applicant may join the Order without going through the MOWW Membership Office. The Membership Director will verify all incoming applications, create credentials accordingly, and in a timely fashion. No incomplete applications will be processed until they are complete. Completed applications will have the following items:
 - 1) A complete and accurate application
 - 2) An Applicant Signature (or e-signature form)
 - 3) A Sponsor Signature (or e-signature form)
 - 4) A payment
 - d. Payments are encouraged to come via credit card, but checks may be sent via USPS, if the applicant so chooses. Cash is not accepted.
 - e. If using a hardcopy or paper form, please try to use the most recent version, which can be found on the MOWW Website Resource Library.

E. Chapter Companions

1. General. Companions are the lifeblood of the chapter, and the extent of individual volunteerism creates the strength, agility and longevity of the chapter and the Order. By taking the MOWW Oath, Companions pledge to serve in “Companionship, and by their personal service, support the tenets of the Preamble to the MOWW Constitution and actively help their chapter and the Order

achieve the desired outcomes associated with each of MOWW's Strategic Goals. By taking the Order's Oath, every Companion also pledges to personally recruit, retain, and facilitate the involvement of new and current Companions of the Order, and iteratively volunteer as they can based on their circumstances, etc.

2. New Companions. Processing & Receiving New Membership Credentials.
 - a. As stated in Chapter 5, Section D, all applications will be received & processed by HQ MOWW. Complete applications will be processed within three business days of their completion, and the membership credentials will be returned to the chapter via USPS.
 - b. Upon receipt of the membership credentials from HQ MOWW, the adjutant will schedule the induction of the new Companion (or the Regular Member who upgraded their membership to Perpetual) at the next general membership meeting. Try to include anyone the Applicant may want to attend the ceremony, i.e. family, friends, and/or their sponsor.
3. Induction of New Companions. [See Appendix D, "Installation & Induction Ceremonies."]
 - a. The timely induction of new members is always a pleasant but meaningful occasion. The sponsor (the Companion who recruited the inductee) and the inductee's spouse, partner, or family member (as appropriate) should stand with the inductee. Timeliness and dignity of inductions is paramount
 - b. The inducting officer may be any chapter officer, but it is most appropriate for the chapter commander, a past chapter commander, or a past or present commander of a higher echelon of the Order. Inform the inductee of the presiding officer, etc.
 - 1) Use a different colored nametag, a ribbon or other device attached to the nametag to identify a new member and spouse at their first and second meetings.
 - 2) If possible, publish a short biography of the new member in the chapter newsletter prior to the meeting. In addition, ask the new member and spouse/significant other to stand when being introduced at the chapter meeting. The chapter sponsor should also read the new member's biography to those assembled.
 - 3) Seating a new member (and spouse/partner) and sponsor at the head table helps make them feel welcome and special. The spouse/partner should stand beside the new member during induction. This helps make the spouse/partner feel a part of the "team."
 - 4) After the induction ceremony, have the new member, spouse/partner and sponsor face the audience for a welcoming applause.
4. Reception of New Companions at their First Chapter Meeting. First impressions are important and especially so for new members. Nothing cools a new member more than to attend meeting only to find sparse attendance, no discussion of goals, objectives, or programs or an indifferent or unreceptive atmosphere.

- a. Adjutants should ensure a new member's application is expeditiously processed. Commanders should ensure the new member is welcomed and feels needed by the chapter.
 - b. Working with the chapter commander and others, sponsors (the individual's mentor) should ensure the new Companion has a position or role in the chapter, attends the next staff meeting, etc.
 - c. If the new member should fail for any reason to attend the next chapter meeting or two, the chapter should call and find out why. Remember: it is far easier to retain a member than to recruit a new one. Involvement and mentoring are vital. Investing time in new members is critically important.
5. Continuing Volunteerism Sustains and Grows the Chapter
- a. Organizations naturally talk about how to retain their members. In a complementary way, organizational leaders naturally develop plans and rewards to keep the organization's members engaged. When Companions are engaged in the activities and programs of our Order, increased membership, outreach and personal fulfillment results, and the Order sustains itself.
 - b. Simple things can improve retention. One is to find the right person for the organization and the job and assign an understudy to them. Helping Companions understand the importance of their roles in the chapter sets the stage for retention. Usually, though, retention just comes down to leadership and followership...and follow-up and follow-through.
 - c. If chapters seek inputs from fellow Companions or higher-level commanders on how to improve retention or seeks feedback on improving the chapter, those asked should be ready to act. Nothing is more demotivating to a person than providing constructive feedback and then seeing nothing in the chapter get better. Additionally, retention programs need to start early. Research shows a new member's initial excitement typically wears off after 90 days and engagement drops thereafter. Involvement must be nurtured over the long haul by one-on-one mentoring and leadership by example.
 - d. Let the things that brought you into the Order keep you involved in and contributing to the Order through your service as an involved servant-Companion of our Order. Specifically, to guarantee the future of MOWW, commanders and all Companions must:
 - 1) Measurably increase recruitment in the chapter.
 - 2) Renew their personal commitment to the Order by volunteering themselves and by motivating fellow Companions to do the same.
 - 3) Mentor and support each other to promote greater camaraderie and personal fulfillment.
6. Sustaining robust volunteerism in the chapter.

- a. A key factor influencing Companion participation and the chapter's organizational climate is the degree to which the commander ensures a broad range of Companions are routinely involved in chapter activities, i.e., given definite roles to play or positions to hold—whether as leaders or team members.
- b. Motivated member involvement is composed of three core elements—participation in decision making, personally contributing to project and activity success, and frequent and informative communications. When chapter commanders and supporting chapter, leaders create participation opportunities for more Companions, they generate greater Companion involvement. Involvement breeds more involvement. More involvement breeds greater chapter success and Companion fulfillment, and the chapter thrives.
- c. Increasing chapter membership while expanding individual Companion involvement in chapter programs and activities helps avoid the tendency to keep going back to the same few Companions to get most the work done while dual, triple or quadruple-hatting those few Companions. While that may appear to get the job done in the short term, it will burn out those few Companions, reduce involvement, and is a recipe for disaster.
- d. Just as every Marine is a rifleman, every Companion is a recruiter, a retainer, and a doer. That is why our current and past CINCs made these things MOWW priorities during their respective terms of office. We should follow their lead. We can do no less than our predecessor Companions who made MOWW the success it is. Together, we can do anything we set our minds to doing.

F. MOWW Patriot Program

1. The MOWW Patriot Program is designed to formalize and recognize those individuals who are not eligible for membership within the Order, yet through their support and contributions espouse and promote the values of the Order; the intent of the program is not to establish a framework for revised membership eligibility criteria, but to institutionalize those individual efforts that enhance our Order's unique community outreach mission while maintaining our uniqueness and legacy as a military veteran organization.
 - a. Individuals, including current, retired, and prior enlisted service members, friends of current Companions, and civic and business leaders who are not otherwise eligible for hereditary membership and who support the Mission and Preamble of the Order may be recognized by the local MOWW chapter as an MOWW Patriot. Prospective MOWW Patriots will be age 18 or older.
 - b. The MOWW Patriot category is authorized at the chapter level and has no official standing within the larger National MOWW. This category will exist only at the discretion of individual, local chapters and will be managed by the individual chapters.
 - c. To authorize an MOWW Patriot category, the chapter will include this category within the chapter bylaws outlining the selection process, inclusion criteria and recognition of the MOWW Patriot.

- d. The MOWW Patriot will have no national, regional or chapter membership fees or financial obligation to the Order. The MOWW Patriot category and MOWW Patriots will incur no financial obligation from MOWW, Inc.
- e. An MOWW Patriot will adhere to the standards set forth for MOWW Companions. An MOWW Patriot can attend chapter, regional and national meetings, conferences, and conventions. An MOWW Patriot can serve on designated chapter committees as determined by the Chapter Commander and may include committees dealing with Law & Order, National Security, Veterans Activities, and others designated ad hoc. An MOWW Patriot can be appointed to a position on a Chapter Commander's staff to include Historian, Judge Advocate, Surgeon, Chaplain and Newsletter Editor. An MOWW Patriot will wear a name tag designating the wearer as an MOWW Patriot when attending MOWW functions.
- f. An MOWW Patriot cannot vote at any level in the Order; Chapter, Region, National. An MOWW Patriot cannot hold an elected chapter, region, or national office; Commander, Vice Commander, Adjutant or Treasurer. An MOWW Patriot may not serve as a chair of any committee at all levels of the Order. An MOWW Patriot may not serve on the following chapter committees; Membership, Nominating, Bylaws. An MOWW Patriot is not authorized to speak on behalf of the chapter or the Order and cannot represent the chapter or the Order in any official capacity.
- g. Entrance of an MOWW Patriot within a chapter may be recognized by a certificate for the MOWW Patriot but will not include an official pledge to uphold the Order's Constitution and Bylaws. Otherwise, the process of including an MOWW Patriot into a chapter is left to the discretion of the chapter and will be written into chapter bylaws. MOWW citations approved for awarding to non-Companions may be given to MOWW Patriots per established policies outlined in this manual.

G. Chapter Operations

1. Routinely use the Chapter Commander Checklist (MOWW Form 19). It is an invaluable tool to be used throughout the commander's tenure. It can also be used by others, e.g., elected, and appointed chapter officers, program coordinators, etc.
2. Schedule staff meetings and membership meetings at the same time, day of the week and place, e.g., noon on the third Saturday of each month. Limit variability to facilitate planning. Publish the meeting schedule the chapter newsletter. Please note that no headgear of any type may be worn during any indoor MOWW meeting—including joint meetings with other organizations.
3. Develop and implement a Chapter Annual Plan (CAP) to set up the chapter for success in achieving MOWW's Strategic Goals at the chapter level. Review progress during staff and membership meetings.
4. Ensure region and department commanders at are routinely kept abreast of the chapter's progress in achieving MOWW Strategic Goals via its Chapter Annual Plan (CAP).

5. Deal with problems or obstacles upon discovery; problems are not like wine—they do not get better with age. Ask for help inside and outside the chapter if you need it. Routinely keep the commanders of all higher echelons informed of the chapter's status and progress in all areas.
6. Do not run a one-person show. You have a staff (or you should develop one) and chapter Companions—the Chapter Team. Involve them! Be aware of what programs are leading and lagging, and honor or assist as appropriate. Be on the alert for potential leaders. Put them in key positions as soon as possible. Honor those Companions who do something noteworthy and who assist those in new in chapter or Order roles. Limit multi-hatting by recruiting and developing new leaders.
7. Do not let your chapter become an internally focused "fork and knife society." Establish and conduct outreach programs that support MOWW's Strategic Goals and that benefit the community, youth, etc.
8. Be especially aware of the recruitment effort. Set the example. Recruit members yourself and require each staff officer, program coordinator, etc., to recruit at least one member each year.
9. Be equally aware of the involvement and retention of members. Check on those Companions who miss three or more consecutive meetings. Determine the cause and, if possible, take corrective action. Check on those who are delinquent on dues. Encourage them to renew or become Perpetual Members. Find out why these things are happening and see if there is something that can be done to help.
10. Get the chapter involved in community support and public affairs. Participate in (or establish) parades, memorials; recognize a Citizen of the Year; recognize police, firemen, etc. who perform "above and beyond;" encourage the display of the Colors at funerals; establish a speaker' bureau of Companions who care to participate; have an active public relations program; support national resolutions, etc.
11. Invite the CINC, VCINC, and/or the region or department commander who oversees your chapter to visit. During their visit, conduct a standard staff meeting, and a standard general membership meeting.
12. Have a Visitation Committee, headed by the Chaplain, to visit sick Companions.
13. Attend department, region, and national meetings and conventions. Motivate your staff to attend.
14. Appoint a project officer for each national award. Be sure they are aware of the requirements to compete and maintain records, etc. You have a good chapter. Get recognition! Even if your chapter does not win, you will have a far better chapter for having competed.
15. Be proud of the Order; wear MOWW insignia and encourage others to do so. Please note that **no** headgear of any type may be worn during any indoor MOWW meeting—including joint meetings with other organizations.
16. Turn your chapter over to your successor in a better condition than you received it.

H. General Membership & Staff Meetings

1. Chapter staff meetings are an excellent means of exercising leadership, promoting teamwork, and achieving success. They should be well-organized in advance with adequate preparation made for the items to be discussed. A written agenda is necessary. Conversely, the more infrequently chapter officers meet and the less a chapter meets, the less the chapter will be viable because reduced companionship occurs.
2. A strong leader and team can produce tangible results. When conducting a conference to solve a specific problem, a reliable technique is found in Root Cause Analysis, which can be summarized by asking the question “Why do we have problem ‘X?’” five times. The answer to the fifth “Why?” is often the root cause of the problem. From that, solutions and an action plan with assigned roles and responsibilities can be developed and executed to remarkable success.
3. The national and chapter colors and the chapter charter should be displayed at every chapter and staff meeting. If table size colors are used for the Staff Meeting, the colors may be pre-placed, and the agenda will not include presentation or retirement of the Colors.
4. Normally, attendance is better when daytime meetings are scheduled, except on special occasions. Also, meetings at a set time, day, and place each month usually result in higher attendance, e.g., noon on the third Saturday each month at the ABC Room of the XYZ Restaurant. However, the chapter has full freedom of selection as to time and place for meetings, whether refreshments will be served at a social gathering prior to the meeting and the degree of formality that will be observed. The MOWW Constitution and Bylaws prescribe that the Preamble must be read at the opening of all meetings.
5. There is no restriction on who may attend meetings. Most chapter meetings are attended by members, spouses/partners, and guests. However, when MOWW chapters have regular, joint meetings with other fraternal or lobby organizations, it is often a sign the chapter is struggling for membership if not also for Companion involvement, etc. In those cases, the chapter leaders should use the Strategic Goals and the Chapter Action Plan to address such systemic issues to return to a totally MOWW focus.
6. The routine business of a chapter normally is conducted at regular staff meetings, which are held on separate days from the regular chapter meeting. Usually, the chapter bylaws prescribe which items must be voted on by the general membership. Examples are elections, changing dues, accepting members, amending the bylaws, etc.
7. Other Functions. Other functions are also important to successful chapter operations. Chapters have a hospitality function that greets attendees and passes out nametags worn during the meetings. For guests other than spouses/partners of members, many chapters have special nametags. If there is to be a head table, those to sit there should be told early. Place cards at the head table are recommended. Be especially selective of those seated next to honored guests, speakers, or dignitaries.
 - a. Sponsors/Mentors. Sponsors are those who recruit new members or sponsor membership upgrades, and so serve as the new or upgraded Companion’s mentor. They ensure the new

- Companion attends chapter meetings, is introduced to, and welcomed by the chapter, has a specific elected or appointed role in the chapter, and receives training on MOWW and chapter operations.
- b. Greeters. Greeters connect people, and they help make chapter meetings and activities more personal and rewarding to those attending. To enable people to get to know each other, more effective chapters have nametags for each member and spouse. Greeters not only provide the tags, but also greet the arriving Companions appropriately.
8. Most chapters have a speaker at each meeting. Typically, chapters attempt to have subjects presented that relate in some way to the tenets of the Preamble, MOWW outreach programs or MOWW's Strategic Goals. There is no restriction on subjects except those listed in the MOWW Constitution, Article VII (Prohibited Matters), Section 1 (Sectarian Matters and Partisan Politics), i.e., "The introduction or discussion of sectarian matters or partisan politics is prohibited in any meeting, assembly, convention or publication of the Order, its regions, departments or chapters."
 9. Please note that no headgear of any type may be worn during any indoor MOWW meeting—including joint meetings with other organizations.

I. Chapter Reports & Information-Sharing

1. Tax Reporting.
 - a. Tax-Exempt Status and EIN Requirements. The Order and its subordinate units, including regions and chapters, are tax-exempt organizations under Internal Revenue Code (26 U.S.C. § 501(c)(19), "Post or Organization of Past or Present Members of the Armed Forces"). Each chapter shall obtain and maintain an Internal Revenue Service (IRS)-assigned Employer Identification Number (EIN).
 - b. Annual IRS Filing Requirements. The chapter treasurer is responsible for the accurate and timely completion of all required annual IRS filings. The chapter commander shall ensure compliance with this requirement. Not later than sixty (60) days following the end of the chapter's fiscal year, the chapter treasurer shall electronically file IRS Form 990-N ("e-Postcard") using the IRS website, as applicable. See Chapter 3, Section D of this manual for detailed procedures.
 - c. MOWW Compliance Reporting. After completing the annual filing with the IRS, the chapter treasurer shall ensure that MOWW online Form FM 9 (IRS Filing Compliance) is completed and submitted in accordance with the procedures set forth in chapter 3, section D of this manual.
 - d. Records Retention The chapter treasurer shall retain, as part of the permanent chapter records, copies of all IRS Form 990 filings. For filings submitted as IRS Form 990-N ("e-Postcard"), the Treasurer shall retain a copy of the IRS confirmation email verifying successful submission for each tax year.

2. Other Reports.
 - a. New Chapter Officers: MOWW Form 6, “New Officer Report.” This online form also applies to new region and department officers. (Used to update the MOWW National Directory.) *NOTE: Use only the online MOWW Form 6; do not send emails or faxes, or make phone calls, etc.*
 - b. Changes in Companion information (e.g., address, phone number or email updates, Companion deaths, etc.): MOWW Form 5, “Membership Update.” *NOTE: Use only MOWW Form 5; do not send emails or faxes, or make phone calls, etc.*
 - c. Regular MOWW Convention Delegate Letter: MOWW Form 22, “Convention Delegate Appointment.” Note the following, which is printed on this form:
 - 1) This letter confirms the names of delegates to the annual MOWW Convention. This authorization letter is for general convention business only. This letter of authorization does not entitle the bearer entry into the Nominating Committee Meeting.
 - 2) In addition to the National General Staff members, 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 good standing as of the preceding 30th day of June. A delegate member may represent but one chapter. A duly accredited alternate may attend and vote in the absence of a delegate. Proxies shall not be allowed.
3. Chapter Activity Report, (Excel Spreadsheet, Form 27). All Chapters are required to submit a Mid-year and End of Year Chapter Annual Report (CAR). All CAR submissions will be accomplished utilizing the OY 20XX MOWW CAR spreadsheet.
 - a. The Mid-Year CAR (1 July- 31 December) will be submitted by Region Commanders to HQ MOWW/DA (membership@moww.org) no later than 1 Feb annually. Region Commanders will review all CARs prior to HQ MOWW/DA.
 - 1) Chapter Commanders will utilize the OY 20XX MOWW CAR spreadsheet provided by HQ MOWW/DA to complete the required report.
 - 2) Chapter Commanders will submit all responses to their Region Commander for review, prior to submission to HQ MOWW.
 - 3) Region Commanders will compile, and review data submitted by Chapters and then submit the completed region spreadsheet to HQ MOWW/DA no later than 1 February annually.
 - 4) HQ MOWW will compile all submissions and create a consolidated report.
 - b. The End of Year CAR (1 July- 30 June of the following year) will be submitted by the Region Commanders to MOWW/DA (membership@moww.org) no later than 1 June annually. Chapter Commanders are requested to submit projected activity numbers for the 1-30 June period.

J. Chapter Publicity & Newsletters

1. Publicity lets the local community know the chapter is alive and well and involved in community support. That local awareness of the chapter can provide a needed supply of new members, and partners in events and activities, e.g., guest speakers at chapter meetings, Massing of Colors and Scout or ROTC/JROTC recognition programs. There are two major means of publicity:
2. News Releases are an excellent, no-cost way to publicize chapter programs and activities, and meetings and events. To aid chapter members in creating news releases, there is a MOWW News Release Guide on the MOWW website (www.moww.org) under “Companions Only,” then “Tips & Guides.” Not only does it provide instructions on creating News Releases (Part I), but it also has a Microsoft Word.doc “fill in the blank” series of formats tailored to events and activities for ease of use (Part II).
3. Chapter newsletters are an excellent means via which commanders can promulgate chapter goals and objectives, announce the chapter schedule of activities, provide publicity to communities, etc.
 - a. Chapters should publish their newsletters via print and electronic media. Regardless of the form, it should appeal to a wide audience, be easy to read and be attractive. Electronic newsletters distributed by email should be sent to all chapter Companions and the Information & Publicity Committee, which posts them on MOWW’s website. (Do not mail newsletters to HQ MOWW.)
 - b. The Chief of Staff and the Information & Publicity Committee assist in creating or improving newsletters. Both are listed in the “National Directory” on the MOWW website (www.moww.org).

K. Cadres and Chapter Naming, Re-Naming & Closure

1. Establishing Chapters & Cadres. The Order will thrive and grow if new chapters are routinely established.
 - a. The MOWW Bylaws specify the requirements associated being authorized to establish a cadre and the minimum Companion membership requirement to go from being a cadre to a chapter, in addition to the minimum membership required to be considered for a chapter charter. [See the MOWW Bylaws, Article II, Section 6.]
 - b. Importantly, achieving the MOWW Bylaws-specified minimum membership to be considered for chapter status is not, in and of itself, enough. Specifically, cadre members and the cadre’s parent region chain of command must also demonstrate the cadre is ready to be a viable and sustainable chapter with the appropriate and trained command and staff structure and functioning and sustainable outreach and internal programs—all scalable to new chapter (née cadre) capabilities.
2. Naming & Re-naming Chapters & Cadres.

- a. Cadres. Send an announcement to all cadre members at least 30 days prior to the scheduled vote to establish the initial chapter name. Under no circumstances may chapters be named after living people. Likewise, chapter names will not be overly long or hyphenated, or if named after a deceased individual, incorrectly cite ranks, etc., of those after whom the chapter is named, e.g., “General” vs. “Major General.”
 - b. Cadres and Chapters. A two-thirds “Yea” vote is required to propose a chapter name change and present it to the chapter’s higher echelon chain of command, with ultimate consideration and/or approval being by the Executive Committee of the General Staff (EXCOM). The EXCOM will approve all new chapter names and all re-naming of existing chapters.
 - 1) Proposed names must be submitted via the full chain of command through the region commander to the applicable VCINC, with recommendations and/or comments provided at each level of command. The applicable VCINC will forward this series of recommendations and/or comments to the MOWW Chief of Staff for action by the EXCOM.
 - 2) Whether about a new or existing cadre/chapter, the Chief of Staff will present the information provided by the applicable VCINC to the Executive Committee of the General Staff (EXCOM) for its consideration and decision. Once the EXCOM makes its decision by a 2/3 majority vote, the Chief of Staff will notify the applicable region chain of command of the EXCOM’s decision.
3. Closing Chapters & Cadres.
- a. The intent of the Order is that each generation of Companions actively preserves and protects their chapters/cadres and help their chapter/cadre thrive so they can be a source of companionship and a platform for community service in keeping with the Order’s Strategic goals and other requirements.
 - b. If a chapter/cadre begins to decline in activity based on Chapter Activity Reports (CAR) and MOWW Strategic Goal Report Card (SGRC) results, the Order’s expectation is that the chain of command and chapter members will do their utmost to reverse that decline via their best efforts.
 - c. If the chapter/cadre is not capable or functioning in terms of elections, succession planning, meetings, communications, recruiting, retention, and involvement, and/or outreach programs after executing a chapter-led recovery plan, the chapter or region commander, the Supervising National Officer VCINC, and/or the EXCOM may implement the following courses of action:
 - 1) EXCOM-initiated chapter closures.
 - a) When Mid-Term CAR or CAR summary results indicate chronic adverse chapter conditions and/or results, the CINC will task the Supervising National Officer VCINC to investigate the subject chapter’s situation and brief their assessment and recommendations to the Top-8 members.

- b) During the Top-8 briefing on the subject, which the affected region commander will attend, the CINC may direct the region chain of command to take additional remedial actions to help the chapter restore itself. Alternatively, the CINC may refer the matter to the EXCOM for a potential closure decision, in which case the matter is presented for EXCOM deliberation, vote, and decision, which the affected region commander will attend as well. EXCOM decisions are final.
 - c) Once the EXCOM makes its decision, the Chief of Staff will notify the applicable region chain of command of the EXCOM's decision and will write each chapter/cadre Companion about reaffiliation to a different chapter. [END OF PROCESS]
- 2) Chapter commander-initiated chapter closures.
- a) The chapter/cadre commander conducts a vote of chapter/cadre members to determine whether to keep the chapter/cadre open or to recommend closing the chapter/cadre.
 - b) If the 2/3 "Yea" chapter/cadre vote is to keep the chapter/cadre open, then the chapter/cadre, department and region would develop a time-definite and result-specific action plan to restore the chapter/cadre to scalable full health, while keeping the applicable VCINC appraised of status, progress and areas in which assistance is required.
 - c) If the 2/3 "Yea" chapter/cadre vote is to recommend closing the chapter/cadre, then the chapter/cadre commander must forward those vote results, a request for chapter/cadre closure, the rationale supporting said request, and a chronology and description of actions taken to prevent closure with lessons learned and associated recommendations to the applicable department commander for their review. These are required elements.
 - d) In turn, the department commander forwards the chapter/cadre commander's recommendation, etc., and their recommendation and rationale for their department commander recommendation to their respective region commander for their review.
 - e) In turn, the region commander shall recommend a chapter to which the former members of the chapter/cadre could reaffiliate, although the reaffiliation choice is solely that of the individual Companion(s). The region commander forwards the chapter/cadre and department commanders' recommendations, etc., and their recommendation and rationale for their region commander recommendation to their respective VCINC for their review.
 - f) In turn, the applicable Vice Commander forwards the region, department, and chapter/cadre commanders' recommendations, etc., and their VCINC recommendation and rationale for their recommendation to the CINC and the Chief of Staff.

- g) Upon receipt of the VCINC communication outlined immediately above, the Chief of Staff consults with the CINC and barring other decisions, tees up the chapter/cadre closure request for EXCOM deliberation, vote, and decision. EXCOM decisions are final.
 - h) Once the EXCOM makes its decision, the Chief of Staff will notify the applicable region chain of command of the EXCOM's decision and will write each chapter/cadre Companion about reaffiliation to a different chapter.
- d. Disposition of Chapter Flags and Charter. Upon EXCOM approval of chapter closure, the Region Commander shall ensure that the Chapter Flag and Charter (if available) are returned to MOWW Headquarters for archival storage.
 - e. Disposition of Chapter Funds. Following chapter closure, any remaining funds in the chapter's bank accounts must be transferred to a qualified tax-exempt organization, in accordance with IRS regulations, for charitable purposes.
 - 1. Chapter members shall vote to determine the final distribution of any remaining funds, subject to the restrictions above.
 - 2. Chapters are strongly encouraged to donate remaining funds to the MOWW Foundation in support of the Order's charitable mission.
 - 3. The Region Commander is responsible for reporting the final disposition of chapter funds through the chain of command, ensuring that this is properly documented at MOWW Headquarters.

L. Passing of Companions

- 1. The Chapter Commander, with the assistance of the Chapter Chaplain, shall lead the chapter in paying respects to departed Companions and in supporting the bereaved families. This responsibility shall not be delegated.
- 2. Prior to the Funeral or Memorial Service.
 - a. Immediately upon learning of the death of a member, the chapter commander should call the surviving spouse to offer condolence and any assistance that may be needed and mail a sympathy card on behalf of the chapter.
 - b. The passing of the Companion should be mentioned in the chapter's newsletter. If the chapter has a Telephone Committee, it should call each member of the chapter to announce the death, provide details of the funeral, if available, and encourage attendance. The chapter Commander and chapter members, and past chapter commanders, should attend the funeral.
- 3. Supporting the Deceased's Spouse/Partner.
 - a. The chapter commander should tactfully suggest that the obituary mention that the deceased was a member of The Military Order of the World Wars (vs. saying "MOWW").

- b. With the permission of the surviving spouse/partner, and if the burial is in civilian clothes, a ribbon or insignia of the Order placed on the lapel of the deceased is appropriate. If the deceased was a former commander, a neck ribbon with insignia and devices should be included. Again, with the permission of the surviving spouse/partner, the United States and chapter flags should be placed behind the casket during the period for viewing and during the funeral or in an obvious place during memorial ceremonies.
 - c. If the attending Companions do not participate in the funeral or memorial ceremony, they may stand with other attendees or in formation, as desired. If they stand in formation, they should be called to attention and salute on order of the chapter commander or his representative when the casket is being removed from the hearse and during the sounding of "Taps" and the firing of the volleys.
4. The Ritual.
- a. By prior arrangement with the family, appropriate military authorities, clergy, and the funeral director, and at the appropriate time in the graveside service, the chapter commander steps forward and says, "Companions of the Military Order of the World Wars: We are gathered here to pay our last tribute of respect to our Companion and Brother Veteran, who has answered the call of the Great Commander of us all. Our Chaplain now will lead a service for our departed Companion."
 - b. The chaplain may step front and center and say, "In the name of God, Amen." The chaplain then may read the 23rd, 29th or 46th Psalm, and/or any scripture requested by the family. The chaplain then may say: "Let us pray," and give an appropriate prayer. The chaplain then may say, "The Lord's Prayer," a prayer for the family of the Companion, a prayer for the departed Companion, and a prayer for all present on that day.
 - c. Following the prayers, the chapter commander may read an obituary or make appropriate remarks focused on the services rendered by the Companion in support of the Military Order of the World Wars. This renders a fitting tribute to the departed Companion regarding their civic and military accomplishments, and his/her willingness to serve their country. Following this, the commander may say:
 - 1) "Companions, as a token of affectionate tribute, we place on the casket (or at the memorial site) the flowers of life he loved so well."
 - 2) Each Companion may place a flower on the casket and then resume their place in the Military Order group.
 - 3) Now, or at the prearranged time prior to the firing of the three volleys, and the sounding of "Taps," the commander may say, "Companions, present arms." Volleys may then be fired, and Taps sounded. The commander says, "Order arms." Upon conclusion of the service, Companions may individually express their sympathy to the family.
5. After the Funeral or Memorial Services

- a. The chapter commander should attend the memorial service at the next MOWW Convention, obtain a copy of the memorial program and personally present it to the survivor.
 - b. Chapters may establish a memorial fund account to accept donations in memory of a deceased member. If so, two notes or forms may be printed. Send one to the surviving spouse announcing that (blank) has made a memorial contribution in honor of (blank). (Do not mention the amount of the donation.) The second note should be an acknowledgement to the donor of the amount of money received and in whose memory. Use memorial donations as the donor requests or as the chapter desires, e.g., as a donation to the CINC Solicitation, and that both notes so state. Mention the deceased and donors' names in the chapter newsletter.
6. Reporting. The chapter must submit an online MOWW Form 5, "Membership Update" via the MOWW website at www.moww.org to inform HQ MOWW/DA of the Companion's passing.

CHAPTER 6 | PROGRAM LEADERSHIP & MANAGEMENT

A. General

1. Outreach and other programs are how the Order, and its Companions fulfill the promise of the Preamble, and individually and collectively exemplify the Military Order's motto, "It is nobler to serve than to be served." Continuing involvement and volunteer service are how we support fellow Americans, our communities, and our nation. Outreach programs give all Companions the opportunity to live the MOWW motto, "It is nobler to serve than to be served," and leave that legacy of volunteerism to our successors.
2. Outreach programs directly enable the Order and chapter Companions to support achieving each of MOWW's Strategic Goals. The Order and our Companions are singularly dedicated to service to the Community. Our primary outreach activity is educating/developing our youth to become tomorrow's leaders through our Youth Leadership Conferences (YLCs) and Youth Leadership Seminars (YLSs). This does not mean neglecting the other outreach programs, but simply that patriotic education should be first among them. The other programs will compliment and support the first.
3. Recognition Program. This program is both internal and external and it directly supports achieving MOWW's Companion, chapter, and community recognition goals. It is also a component of our outreach programs. The purpose of the Order's recognition program is to recognize and reward work and behaviors that support and further the vision, mission, Strategic Goals and initiatives of the Order, and the Chapter Action Plans (CAP).

B. MOWW Committees, Working Groups and Ad Hoc Committees

1. Committee Chair Appointment. The Commander in Chief (CINC) annually appoints the chairs of national committees (standing and *ad hoc*) and the Board of Trustees. The Council of Past Commanders-in-Chief and the Council of Area Commanders annually elect their chairs and other officers. The standing General of the Armies (GAS) Pershing Chapter of the Year Working Group is comprised of statutory members. The chairs of all standing national committees are members of the Order's General Staff.
 - a. Chapter Support. All standing MOWW committees and working groups are annually expected to reach out to all chapters annually to aid them in developing and executing their Chapter Action Plan (CAP), and to address other matters relating to the MOWW mission in their respective subject matter area.
 - b. Committee Meetings. National committees and working groups may also avail themselves of electronic means of meeting throughout the year as the EXCOM routinely does using such means as Zoom.
 - c. Committee Reports. Committee and working group chairs shall report their proceedings, progress, and achievements (while also linking the same to the MOWW Strategic Plan goals

and objectives, among other goals and objectives) at the National Convention, and at such other times as may be indicated.

- 1) Standing and *ad hoc* committee and working group chairs must submit their annual report, so MOWW/CS receives them not later than 1 June, annually. This means that committees, working groups, boards and councils must establish internal suspense's that support that submission timing to MOWW/CS.
- 2) The Chief of Staff compiles, edits, and publishes these reports in the annual MOWW Almanac. Late submissions are not accepted.

2. Standing National Committee Roles & Responsibilities.

- a. Constitution and Bylaws Committee: This committee shall consist of three living Past Commanders-in-Chief, the Judge Advocate General, and not to exceed five other members. The committee shall consider proposed amendments to the National Constitution and Bylaws and make appropriate recommendations to the National Convention. See also MOWW Form 15, "Constitution & Bylaws Committee Guide."
- b. Executive Committee (EXCOM) of the General Staff/Board of Directors, MOWW, Inc. Provisions for this committee are found in the MOWW Constitution, Article VI, Section 4, and throughout this manual. See also Appendix A, "Ethics," and Appendix B, "Granting & Revoking Charters," and MOWW Form MOWW Form 40, "Executive Travel Expense Voucher," MOWW Form 37, "VCINC Checklist," MOWW Form 16, "Region & Department Commander Checklist," MOWW Form 19, "Chapter Commander Checklist."
- c. Ethics Committee: The purpose of the committee is to review and recommend to management and the Board of Directors (the "Board") objectives, policies and procedures that best serve the Order's interests in maintaining a business environment committed to high standards of ethics and integrity, corporate responsibility and legal compliance. The committee shall be composed of the three Companions appointed by the CINC, the Chief of Staff and the Judge Advocate General and will serve a term of up to three years. NOTE: The first three Companions appointed shall serve as follows: one - three-year term; one - two-year term; and one (1) one-year term. The Companion serving the one-year term may be re-appointed for a complete term of three years at the completion of the first year.
 - 1) A Committee member will be appointed annually, for a three-year term, by the Commander- in-Chief, with the advice and consent of the General Staff.
 - 2) The Committee members must be Companions of the MOWW, in good standing, and may not serve in any other elected or appointed position while serving on the Committee or Ethics Board.
 - 3) A Companion appointed to fill a vacancy, other than at the expiration of a term of office, shall complete the un-expired term of the Companion so replaced, and shall be eligible for appointment to one full term thereafter, but only if one year or less remains in the term they are appointed to fill.

- 4) No Companion shall be eligible for appointment to more than one-three-year term, except as provided above in Sections A, 2 and 5 of this Part II, without a break of at least one full year.
- 5) The members of the Ethics Committee shall serve on the Ethics Board and have all the rights and privileges attached thereto.
- 6) Composition of the Board of Ethics:
 - a) The Military Order of the World Wars Ethics Board shall be composed of the three Companions appointed by the Commander in Chief to the Ethics Committee, the Chief-of- Staff, and the National Judge Advocate General.
 - b) The Chief-of-Staff and the National Judge Advocate General (JAG) shall serve on the Board in an advisory status only, without vote.
 - c) Board members shall be impartial, shall make no contributions to or permit their name to be used in support of or in opposition to any candidate for any office within the MOWW.
 - d) A quorum of two voting members is necessary to hear a complaint, but a unanimous vote of the full Board is necessary to officially request removal of a member from office or membership in the MOWW, by the General Staff.
- 7) Ethics Committee Rules.
 - a) The Commander in Chief of the Military Order of the World Wars (MOWW CINC) will annually select a Companion to serve in the position of Chair, Ethics Committee.
 - b) The Ethics Board shall:
 - i. Adopt rules of procedure.
 - ii. Meet as necessary or requested by the Commander in Chief and report yearly to the General Staff at the MOWW's national convention.
 - iii. Keep minutes of all Board meetings. The minutes and a copy of all votes taken must be in writing and/or by secure e-mail.
 - iv. Publish formal written advisory opinions addressing if a fact or situation involves unethical conduct. This advisory opinion may be in the form of a general letter or article in the official *MOWW Review* magazine.
 - v. Respond to signed complaints from any Companion or can initiate complaints on its own motion with the advice and consent of the Commander in Chief.

- vi. Only act on complaints involving conduct that falls under the provisions of the “Code of Ethics” and related rules in the MOWW’s Constitution and By-Laws and/or the MOWW Policy Manual.
- 8) Ethic Committee Operations
- a) Determination of Violation. The Ethics Board upon finding a violation may, with the approval of the General Staff, impose penalties, such as censure, up to removal of office, loss of membership in the MOWW, or if serious enough of a violation and proper, refer the act to the appropriate civil authorities.
 - b) In the event a complainant believes the Board did not fairly and impartially review their complaint, the complainant may file a request for reconsideration with the Chair of the Board.
 - i. An affidavit containing a sworn statement made under oath that the Board did not make a fair and impartial review because of reasons of conflict of interest, bias, or prejudice must be attached to the request for reconsideration.
 - ii. The affidavit must set forth facts and reasons for belief that the conflict of interest, bias, or prejudice exists.
 - iii. The affidavit shall be filled no more than thirty days after the complainant receives written notice of the Boards original findings.
 - iv. The Board may refer the affidavit to the General Staff or its Executive Committee for ultimate action.
 - v. All original records of Board action shall be kept in the Chief of Staff’s office at headquarters of the MOWW and kept confidential and available for review only by Board members or those persons so authorized.
 - d. Finance Committee. The Finance Committee is an enabling committee. Its role is primarily to provide financial oversight for the organization. Typical task areas include budgeting and financial planning, financial reporting, and the creation and monitoring of internal controls and accountability policies. It also develops and implements financial programs of benefit and assistance to the membership and to the Order. Meetings typically include formal presentations on accounting and compliance issues, insurance and financing alternatives, benchmarking, trade, and other issues and include open roundtable discussions on current topics. An outline of responsibilities appears below. Statutory committee co-chairs are the Chief of Staff and the Treasurer General. The statutory members are Chairman of the MOWW Board of Trustees, Assistant Treasurer General and the Senior Vice Commander in Chief. HQ MOWW DA (Finance) are accountants from a contracted accounting firm that provide support but are not Finance Committee members. See also Chapter 3 of this manual.
 - e. Historical and Archives Committee: This committee shall consist of the Historian General as the chair, the Assistant Historian General vice chair, and members appointed by the Historian General. Under the supervision of its chair, its function shall be to ensure that the provision

of the Preamble pertaining to acquisition and preservation of records is conducted with maximum effectiveness. This includes maintaining and publishing the history of the Order and managing the Companion Profile Program. See also MOWW Form 4, "Companion Profile."

- f. Information & Publicity Committee. The Information & Publicity Committee (IPC) is an enabling Committee. It shall implement the appropriate portions of the MOWW Strategic Plan 2023-2028. It shall serve as the focal point for creating and implementing the overall National MOWW Communication and Marketing Strategy and assist regions, departments and chapters. It shall monitor the status of implementation of the Communication and Marketing Strategy of the Order on a nation-wide basis and shall recommend to the Chief-of-Staff actions designed to obtain optimum visibility of the Order's activities. It shall guide the implementation and regular use of the MOWW Branding Guidelines, Social Media Guidance, Social Media Playbook, and encourage the use of the MOWW News Release Guide to publicize all activities. It shall communicate directly with all chapters to assist in the chapter's implementation of the MOWW Communication and Marketing Strategy. promote enhancement of chapter publicity efforts to include newsletters, web sites, and social media applications of the chapters. See also Appendix M of this manual and the MOWW News Release Guide.
- g. Legislative & Resolutions Committee: This committee shall monitor the activities of Congress and other agencies of the United States government with a view toward gathering information deemed to be of interest to the Order. The committee shall report its findings to national leadership – Commander in Chief as frequently as appropriate, and to the National General Staff at its National Midwinter and Pre-Convention Meetings. Whenever its findings are determined to warrant action by the Order, the committee shall so recommend to National Leadership – Commander in Chief. The Legislative and Resolutions Committee shall consider all proposed resolutions. Only resolutions approved by a majority vote of the committee shall be brought before the delegates in convention or a meeting of the National General Staff. Any delegate may appeal the action of the committee and have a resolution brought before the convention or a meeting of the National General Staff by a majority vote of the delegates. Any resolution that requires a change in the National Constitution and Bylaws shall be referred to the Constitution and Bylaws Committee, with or without approval.
- h. Magazine Committee: The CINC appoints the committee chair, and the committee shall be composed of the Editor-in-Chief of *The MOWW Review*® (i.e., the Chief of Staff), the immediate living Past Commander in Chief and two to four Companions. The committee is responsible for judging the competition for annual awards from the income of the Vice Admiral George C. Dyer Magazine Trust Fund, in accordance with guidelines established for the use of income from this fund, i.e., the VADM Dyer Prizes for Writing Excellence (First and Second Place Prizes, and three Honorable Mention Prizes). See also MOWW Form 30, "Magazine Committee Procedures," and MOWW Form G, "*MOWW Review*® Publishing Guidelines."
- i. Memorials Committee: The Memorials Committee was stood down in 2021. The Veterans Affairs committee has assumed responsibility for the Memorials Committees functions. The Committee is responsible for reviewing all requests for financial or other support designed to establish or upgrade memorials or monuments related to military service. All requests for

funds must be submitted to the Executive Committee and National General Staff for appropriate action. Matters of historical implications shall be reported to the Historian General. The Chair shall establish and maintain liaison with the American Battle Monuments Commission and interested veteran groups to monitor memorial activities.

- j. Military Order of the World Wars (MOWW) & Pershing Rifles Group (PRG) Committee. This committee shall be responsible for implementing the Memorandum of Mutual Support between MOWW and the PRG. The committee will implement mutually supportive actions to the benefit of both organizations, provide mutual recognition, increase membership, and enhance leadership development and mentoring of young leaders. The CINC appoints the committee chair and the chair appoints three committee members who are Pershing Rifles alumni or Honorary Pershing Rifles.
- k. National Convention Committee. This committee oversees the development of the annual MOWW Convention's workshops and seminars, e.g., determines the topics presented, picks the presenters, etc., in coordination with the CINC, SVCINC and the Chief of Staff. The CINC appoints the chair, and the chair appoints the members.
- l. National Security Committee: The National Security Committee is an outreach committee. Which includes elements of both the MOWW Homeland Security and National security programs and monitors international threats and United States defense and foreign policy strategies, policies, and procedures about those threats.
 - 1) The committee focuses on military, political, economic and intelligence decisions as to their impact on the US Armed Forces capabilities to execute strategic and tactical missions that protect the United States from direct or indirect attack. When appropriate, it provides the EXCOM, the national officers and other Companions of the Order the impact of those policies as they regulate military budgeting, personnel ceilings, force development, research and development, the measures that predict the future ability of diplomatic, military and intelligence organizations to react for the good of the nation. It recommends national security positions to the EXCOM, resolutions to the Order in convention, and assists chapters in developing and maintaining a viable National Security Education Program. See also MOWW online Form 25, "National Security Award Submission" and Form 32, "National Security Committee Guide."
 - 2) The committee shall be responsible for developing Homeland Security guidelines for the Order, region, department, and chapter-level Homeland Security Programs. The Committee shall monitor those activities of the U.S. government and outside agencies regarding Homeland Security. This includes monitoring and dissemination of open-source threat information, studies, analyses, and guidelines developed in the War on Terror, which are focused on protecting our citizens, key infrastructure, health and safety and ability to react and recover in emergencies.
- m. National Youth Civics Summit Committee. This outreach committee develops, manages, and executes the National Youth Civics Summit for eligible YLC students to learn and experience more about our government in Washington D.C. The event is patriotic education and is related to Youth Leadership Conferences, but is a national level program, intended to build on a student's success at a YLC. The NYCS Committee should coordinate with the Patriotic

Education Committee in order to deliver a high-quality learning experience for the selected students.

n. Nominating Committee.

1) The Nominating Committee shall consist of:

- a) Chair, who shall be the second immediate living Past Commander in Chief.
- b) Vice-Chair who shall be immediate living Past Commander in Chief.
- c) All other Past Commanders-in-Chief.
- d) All region commanders currently installed.
- e) Department commanders who represent any one chapter in their department that have no delegates present at the annual MOWW Convention.
- f) All chapter commanders currently installed.

2) Nominating Committee Voting Alternates.

- a) In the absence of the region commander, the region commander may provide written authorization for the senior vice commander, general staff officer or department commander to represent the region as an alternate.
- b) In the absence of a chapter commander and designated national convention committee alternate, the chapter delegates present at the national convention may select one of their number as the chapter representative.
- c) Department commanders, acting as an alternate for a department's region or a department chapter, may have one vote only.
- d) All alternates will present a signed MOWW Form 23, "Chapter Nominating Committee Member/Alternate" to the Nominating Committee desk at the National Convention prior to the convening of the committee.

3) The Chair and the Vice-Chair, being direct representatives of the Commander in Chief, shall have no vote in the committee, nor shall they act in the committee meeting in a manner supporting or opposing the candidacy of any Companion. See Appendix E, "MOWW Candidate Nominating Process."

o. Patriotic Education Committee. This outreach committee is charged with coordinating all the Patriotic Education Program (PEP) activities which foster youth leadership, encourage responsible citizenship, and stimulate love of our country and its flag. The committee manages the MOWW Youth Leadership Conference (YLC) and Youth Leadership Seminar (YLS) standards & certification, and the Phoenician Essay Contest. This includes establishing standards for background checks of YLC/YLS staff and faculty, exercising oversight of YLC/YLS core educational curricula, and encouraging leadership succession plans for each YLC/YLS.

2) Additional PEP details are available in the following Appendices; Appendix F, "Patriotic Education Program Award," Appendix G, "YLC & YLS Events," Appendix H, "Massing of Colors (MOC)," and Appendix I, "Patriotic Education Volunteers & Youth Protection."

- 3) The Patriot Education Committee utilizes three “series” of MOWW Forms to manage the program; Form 10 series supports the overall PEP, Form 11 series support the YLC/YLS activities and Form 12 series supports the Phoenician Essay Contest and Award.
- p. Public Safety / Law & Order (PS/L&O) Committee. The PS/L&O Committee is an outreach committee. This committee shall be comprised of a Chair, appointed by the Commander-in-Chief, and other members selected by the Chair. The committee shall provide guidance to chapters, departments, and regions on ways and means to enhance maintenance of public safety and law and order within their jurisdictions. The committee shall gather information on innovations and refinements in criminal justice operations, whenever possible, and pass on such information to Companions of the Order. In addition, the committee shall encourage the development of a PS/L&O program in each chapter. See also Appendix L of this manual, “Public Safety / Law & Order Program Awards” and MOWW online Forms 31a, 31bc “
- q. ROTC/JROTC Committee. The ROTC/JROTC Committee is an outreach committee. This committee shall be responsible for monitoring activities of the United States government, with special emphasis on Department of Defense ROTC rules and programs, and report all matters of interest, with appropriate recommendations, to national leadership – Commander in Chief, the National General Staff, and the National Convention. The committee shall also monitor the implementation of chapter ROTC programs, giving assistance where appropriate and reporting to HQ MOWW. See also Appendix J, “ROTC/JROTC Program Report & Awards,” MOWW Form 34, “ROTC/JROTC Committee Guide,” and MOWW Form 39, “ROTC/JROTC Program Award Submission.”
- r. Scouting Committee: The Scouting Committee is an outreach committee. This committee shall be responsible for monitoring activities of the Boy Scouts of America (BSA) and the Girl Scouts of the USA (GS-USA), their rules and programs, and report all matters of interest, with appropriate recommendations, to the national leadership – Commander in Chief, the National General Staff, and the National Convention. The committee shall also monitor the recommendations of chapter Boy/Girl Scouts programs, giving assistance where appropriate, reporting to HQ MOWW all issues regarding chapter activities and the Boy/Girl Scout programs. See also Appendix K, “MOWW-BSA ‘Square Knot’ Award,” MOWW Form 14, “Chapter Scouting Award Nomination,” and MOWW Form 28, “Scouting Committee Guide.”
- s. Strategic Planning Committee: This committee shall review implementation of principles set forth in the Preamble and matters of strategic policy (including the MOWW Strategic Plan) concerning the Order and make appropriate recommendations to the Commander in Chief and the National General Staff designed to improve their currency and effectiveness. The committee will also develop and keep relevant measures of performance (measurable metrics) that relate to each Strategic Goal and supporting Desired Outcomes.
- t. Veterans Affairs Committee. The Veterans Affairs Committee is an outreach committee. This committee is designed to foster outreach programs servicing active, Reserve and National Guard veterans—currently serving or formerly serving—from all conflicts. This involves encouraging chapters to recognize our veterans monthly, collaborate with other Veteran Support Organizations, subscribe to various online and print military magazines, and serve with local United Services Organization (USO). See also MOWW Form 35, “Veterans Affairs Committee Guide,” and MOWW Form 38, “Chapter Veterans Affairs Program Award.”

- 1) Chapters. The committee also promotes the use of social media to recruit, promote and tell the MOWW story of outreach to our fellow veterans at the chapter level and to use all available resources to reach a wider audience—including military-themed websites that will accept a MOWW schedule of events, etc. The use of social media allows for an expansive reach, especially for small chapters with only a handful of engaged companions. A small chapter Veteran Outreach Activity of reading to veterans living in nursing homes is as significant as a large chapter holding a statewide military ball. It is the individual contact we have with individual veterans which makes all the difference.
- 2) Regions may organize and remind chapters of monthly significant military observances. Regions should seek opportunities to be ambassadors of MOWW by attending activities offered by other organizations. The chain of command must continually coordinate and leverage activities and resources to ensure our stakeholders and public are aware of our continued service.
3. *Ad Hoc* Committees. The CINC may charter and sponsor *ad hoc* national committees to examine issues and make recommendations contributing to the Order's well-being. The CINC will have oversight over such committees, and the SVCINC and the Chief of Staff will serve as *ad hoc* committee advisors. National committees may also avail themselves of electronic means of meeting throughout the year as the EXCOM routinely does using such means as Zoom. It is not intended that *ad hoc* committee become standing, national committees unless there is a clearly compelling reason to do so.
 - a. The committee's purpose is to focus on a task assigned by the CINC, and to accomplish it in a sufficient, thorough, and expeditious way. This includes regular, periodic updates to the CINC and the EXCOM until the committee completes its work, reports to the EXCOM and the committee's output is considered and/or accepted by the same. It is up to the discretion of the CINC and the EXCOM to act, in whole or in part, or take no action based on the output of any *ad hoc* committee.
 - b. The duration of *ad hoc* committees shall not exceed one-year; it is preferable if such committees' work is completed well before one-year elapses due to the time-sensitive, if not issue-based, nature of such committees' tasking. If the work assigned can be done sooner, that is preferable. At the end of their work, such committees will provide a written report and present a briefing to the EXCOM of their analysis with recommendations.
 - c. *Ad hoc* committees will submit a report to the Chief of Staff for inclusion in the annual MOWW Almanac.

C. Outreach Programs

1. Information and Publicity Program. This program directly supports achieving MOWW's advertising and publicity goals as clearly outlined in the Order's Strategic Plan. New Companions cannot join MOWW if they do not know MOWW exists. Chapter Newsletters, News Releases, social media, and other forms of publicity are vital tools all chapters should employ in their recruiting efforts to achieve MOWW Strategic Goals Likewise, *The MOWW Review*[™] magazine,

which is distributed to all Companions, Members of Congress, universities, and high schools, etc., publicizes MOWW, its programs, Companions, and their service. The standing MOWW Information & Publicity Committee (IPC) annually reaches out to all chapters to aid them in developing and executing their Chapter Annual Plan (CAP). Appendix M, Information and Publicity Program Awards, provides detailed guidance to assist chapters in implementing an effective program which includes Newsletters, News Releases, social media, and the Program Awards.

2. **Monuments & Memorials Program.** The purpose of the Military Order's Memorials, Monuments & Plaques Program is to encourage and assist in the holding of commemorations, and to establish memorials to honor and remember those who served the United States in uniform during wars and conflicts in which the United States participated. These commemorations and memorials include establishing and maintaining an inventory of the memorials, monuments and plaques that will become a part of the history of the Military Order. The inventory is based on the information provided by chapters that established a memorial, monument or plaque recognizing military service.
3. **National Security Program.** MOWW's National Security Program has two program elements: National Security and Homeland Security.
 - a. National Security promotes the maintenance of a suitable policy of national security for the nation. It focuses on the nation's preparedness to meet and defeat any overt or covert threat. MOWW expresses its concerns and support through resolutions passed by the Order assembled at the annual MOWW Convention. Additionally, the committee shall encourage and support the development of chapter national security committees to establish a viable internal and external education program for their members and their communities. The Chapter National Security Program should include such activities as hosting guest speakers at MOWW meetings, sponsoring outreach programs, establishing speaker bureaus, and authoring articles for publication. MOWW chapters should also co-sponsor civic events, help in community projects and host guest speaker forums involving MOWW chapters, other organizations, and the local community.
 - b. Homeland security starts with hometown security. We all play a critical role in keeping our country and communities safe. MOWW encourages its chapters to assist communities in being prepared, providing first aid and emergency skills training, and supporting local emergency responders, and disaster relief and community safety activities. In short, MOWW is committed to supporting efforts to secure the US Homeland against terrorist attacks and other threats, to encourage emergency preparedness and to support effective recovery capabilities.
 - c. Chapter Homeland Security Committees collaborate with local authorities in preparing for emergencies and with media to educate the public on homeland security issues. In doing so, MOWW chapters honor and recognize first responders, e.g., Sky Marshals, Customs & Border Security personnel, and US Coast Guard personnel. They also collaborate with local authorities/schools on training, e.g., first aid, CPR, or preparing for terrorist attacks, natural disasters. Additionally, chapters participate in citizen preparedness and citizen emergency response team activities, e.g., education on terrorist threats, damage control, preparedness, and emergency management. Finally, chapters work with local, state, and national Homeland

Security authorities, and volunteer in community efforts, e.g., Emergency Shelters, neighborhood watch, among other activities.

4. Patriotic Education Program (PEP). The Patriotic Education is a multi-faceted program that features formal patriotic and civic education, recognition programs and elements, Youth Leadership Conferences (YLC), Youth Leadership Seminars (YLS), Phoenician Essay Contest, Massing of Colors (MOC) Ceremonies and other patriotic events.
 - a. Youth Leadership Conferences (YLC®) and Youth Leadership Seminars (YLS).
 - 1) YLCs and YLSs are events conducted across the nation to provide students at little or no cost to them the chance to learn about leadership and develop/improve leadership skills and/or learn and internalize aspects of American heritage, patriotism, and free enterprise. YLCs are multi-day events to help high school equivalent students learn to identify the basic elements of leadership needed in the maintenance of a free society and identify the basic concepts of the free enterprise system and the foundation upon which this nation was built. Students also develop an appreciation for the Constitution as the significant foundation of our country, gain respect for our Flag and what it symbolizes, and an awareness of the responsibilities of every citizen toward the perpetuation of our rights and freedoms and develop and apply leadership skills to enable them to become better citizens and the future leaders of our country.
 - 2) YLCs and YLSs are MOWW defined and, at the local level (chapter or chapter group) are structured, orchestrated, staffed with skilled instructors, and supervised by well-qualified team leaders and counselors. The curriculum varies somewhat from YLC to YLC, but the general curriculum mix goal is 50 percent of class time is devoted to leadership, 30 percent to the subjects of the US government, US history, the US Constitution and Americanism & Patriotism, and 20 percent to the Free Enterprise System and the US economy. YLSs are single-day or theme-based events (e.g., Law and Order, the judicial system), covering the YLC focus areas in an abbreviated way and are not constrained to only high school students. Annually YLCs undergo an accreditation process regarding curriculum mix and content and YLS events are assessed for quality. See the lead paragraph of Appendix for “YLC and YLS Events” for details.
 - 3) Some YLCs and YLSs are conducted under Resolutions of Cooperation with the National Sojourners, Hugh O’Brian Youth Leadership (HOBY) or Founding Forward. We also recruit from other organizations, e.g., Boy Scouts of America, Girl Scouts of the USA, and the National Honor Society.
 - b. Phoenician Essay Contest. This contest is an annual patriotic-themed essay contest based on a thought-provoking subject of national interest and requiring a student to take a position and defend it. The contest is open to the top three students of each YLC held in the preceding 12-month period. The essay contest, as detailed in MOWW Form 12, is executed in three phases: preparation, the contest, and the recognition/award.
 - 1) The preparation phase includes the PEC developing essay theme questions for the Commander in Chief, who selects the contest theme question, and establishing a judging committee for the national-level contest.

- 2) The contest phase involves contest launch, entry, and judging. At launch the PEC provides the contest details to the YLC Directors and they provide those details to their eligible students. Each competing student creates an essay and essay packet meeting the contest requirements and provides the complete packet to the corresponding YLC Director. The YLC Director ensures the essay and rest of packet are qualified and advances the packet to national level where the essay is processed for anonymity, provided to the prearranged impartial judging committee, judged, and winners determined.
- 3) The recognition/award phase begins by providing the contest results to the Commander in Chief and subsequently notifying each YLC Director of a student whose essay was judged to be one of the three best essays of the contest. This phase culminates in a local award ceremony organized by each sponsoring chapter of a winning student and recognizing him or her as a national PE Contest winner for the year.
- 4) Essay submission requirements:
 - a) A scanned or photocopy of the YLC Director's signed certification that the student's essay packet satisfies specified requirements including that the student was eligible for the contest.
 - b) A 400–600-word essay, as a double-spaced Word or Word-equivalent document, addressing the selected question. No author identification information is to be on the essay itself.
 - c) A cover sheet as a Word document bearing title, author's name, address, home phone number, email address, YLC name and dates attended, and name of the sponsoring chapter.
 - d) A student biography, as a double-spaced Word document or equivalent document (100 words or less)
 - e) Unedited 3 x 5 digital, color photograph (headshot) of the student.
 - f) A release form signed by the parent for future publication of all the above items.
- c. Massing of Colors (MOC) Program. A MOC ceremony can be an indoor or outdoor event and conducted at a venue accommodating the parading of the Colors and having ample seating for spectators and a central stage. The event includes the National Colors and organizational colors of each participating color guard unit, a master of ceremonies, an invocation, reciting the Pledge of Allegiance, singing of National Anthem, and the reading of the MOWW "Preamble," which states the principles guiding MOWW's service to others. Typically, a benediction and a short keynote speech complementing the patriotic significance of the event, and a bugler playing "Taps" to honor fallen service members are also included. Outdoor events may also include a rifle squad or cannon battery salute. See Appendix H, "Massing of Colors."
5. The National Youth Civics Summit (NYCS). This event is a no-cost to student, seven-day, non-partisan learning experience on Capitol Hill and in Washington, DC for selected graduates of Youth Leadership Conferences to learn about American civics first-hand. A limited number of the students may, in certain circumstances, not have been associated

with a MOWW YLC as determined by the NYCS Director. The students will have the opportunity to communicate with elected officials, including having an audience with at least one member of the U.S. Congress and, depending on schedule, meet with their personal Congressional Representative or Senator. The students should witness highly placed appointed officials in action working in the Capitol, and such places as the Supreme Court, the Defense Department, the State Department and its Foreign Service Officers, and other U.S. government agencies. The students will also concentrate on how our government was established, how it has evolved over time, and gain insight into the rights and obligations of citizens in a civil society. They should learn about career opportunities and internships in civil service, and role play in a class that replicates President George Washington and his Department or Cabinet Secretaries making difficult decisions in a crisis situation and then have guided tours of many significant historical sites and monuments.

6. Public Safety / Law & Order Program. Since its inception, MOWW has focused on contributing to a suitable national law and order policy and honoring those who serve in that arena. Thus, MOWW focuses on all public safety functions that ensure the safety and security of American citizens by supporting and participating in related programs. MOWW's PS/L&O and Order Program also provides ways for MOWW chapters to enhance maintenance of first responder capabilities within their communities in partnership with local authorities. Thus, chapters gather information on innovations and refinements in law and order, criminal justice operations and first responder activities. They also promote such things in local communities. Additionally, MOWW formally honors public servants who excel in the PS/L&O arenas in the United States (including Puerto Rico, Guam, the territories, and the District of Columbia). These public servants include all first responders, criminal justice, attorneys, judges and other comparable officials.
7. Reserve Officer Training Corps/Junior Reserve Officer Training Corps (ROTC/JROTC) Recognition Program
 - a. MOWW's ROTC/JROTC Award of Merit Program recognizes cadet excellence by MOWW Companions presenting MOWW Award of Merit Sets at ROTC/JROTC awards ceremonies. Detachments should contact MOWW chapters nearest their location for support. (Headquarters MOWW supports detachments not near MOWW chapters and those overseas.)
 - b. University-level ROTC units are provided one bronze, silver, and gold ROTC Award of Merit Set, i.e., an Award of Merit Citation, Presentation Folder, and a ribbon bar. Full-size ROTC Medal Sets must be purchased. These award elements are presented to outstanding first, second- and third-year cadets returning the following semester as cadets. Senior ROTC instructors select cadet recipients based on their excellence in service. Chapters must go to www.moww.org and click on "MOWW Store" to order/purchase ROTC/JROTC award elements.
 - c. High school-level (Junior) ROTC units are provided a JROTC Award of Merit Set, i.e., Award of Merit Citation, Presentation Folder, and a ribbon bar. Full-size JROTC Medal Sets must be purchased. These award elements are presented to outstanding freshman, sophomore or junior cadets who will return the following semester as cadets. Senior ROTC instructors select

cadet recipients based on their excellence in service. Chapters must go to www.moww.org and click on “MOWW Store” to order/purchase ROTC/JROTC award elements.

8. Scouting Program. The Military Order of the World Wars is dedicated to supporting the Boy Scouts of America (BSA) and The Girl Scouts of the USA (GS-USA) as they guide youth with good examples of patriotism and citizenship. MOWW recognizes Boy Scout and Girl Scout excellence by presenting MOWW's Eagle Scout, Venture Summit and Sea Scout Quartermaster Awards (BSA), and Gold Award (GS-USA) Certificates of Recognition, and an accompanying Presentation Folder, at no cost (apart from shipping costs) as a part of BSA and GSUSA awards ceremonies. Scout organizations must go to www.moww.org and click on “MOWW Store” to order/purchase BSA and GSUSA award elements. Chapters participate in scouting by assisting Troops, Groups and Councils in community projects, badge programs and special recognition to Scouts who earn high honors, e.g., BSA's Eagle Scout, Venture Summit and Sea Scout Quartermaster Awards, and the GS-USA's Gold Award via the presentation of personalized MOWW certificates. Chapters and Companions must go to www.moww.org and click on “MOWW Store” to order/purchase BSA and GSUSA award elements.
9. Veterans Affairs Program. This program area is intended to help chapters strengthen their veterans outreach programs within their respective communities. The objective is to encourage the active involvement of each MOWW chapter in local and national activities that support the military services and the veterans of those services across a range of areas, e.g., deployment and welcome home events, medical care, correction of records, employment counseling and veteran homelessness, and VA and other hospitals.

D. MOWW, Inc., Board of Trustees

1. Purpose. The Board of Trustees (BOT) of the Order shall administer the Order's funds by investing and reinvesting all monies committed to its charge in the appropriate funds such that they generate a positive and sufficient return on investment. The BOT will have three trustees, with one serving as the Chairman. At any scheduled meeting, any two (2) members of the BOT shall constitute a quorum.
2. Nomination & Election. The members of the BOT of the funds of the Order shall be elected to three (3)-year terms by the by the General Staff at the Post-Convention Meeting of the General Staff, with one member being nominated by the Commander in Chief and elected by the General Staff in each year. In addition, one of the three members of the BOT should be nominated by the Commander in Chief and elected by the General Staff to be Chair of the BOT for the following year.
3. Reports. The BOT shall report their proceedings, progress, and achievements (while also linking the same to the MOWW Strategic Plan goals and desired outcomes) to the Mid-Term EXCOM meeting and at the annual MOWW Convention, and at such other times as may be indicated. The BOT shall electronically submit a mid-term report to all EXCOM members NLT 25 January of each year on each fund (and their parts) held by the Military Order. The BOT shall also report on the amount of the corpus for each trust, as applicable. The BOT shall submit a report to the Chief of Staff for publishing in the MOWW Almanac Book listing the investments held in each of the funds (and their parts) entrusted to their care. The report shall provide such additional data as may be directed from time to time by the EXCOM or General Staff. The BOT must electronically submit

their annual report for the last completed fiscal year such that it is received by MOWW/CS by 1 June, annually. This timing allows this annual report to be published in the annual MOWW Almanac. The Board shall also verbally present said report at the annual MOWW Convention.

E. MOWW Advisory Councils

1. General. Advisory councils provide ongoing advice and support to the EXCOM. Advisory councils are not in the MOWW chain of command. Advisory councils may avail themselves of electronic means of meeting throughout the year as the EXCOM routinely does using such means as Zoom or www.freeconferencecall.com.
2. Council of Past Commanders-in-Chief (CPC).
 - a. Purpose. The CPC's purpose is to support the Order and the EXCOM via the open and collegial exchange of ideas, identify challenges, recommend possible solutions to common challenges, share successful practices, enhance collegial communications among and between all Companions, and achieve MOWW's Strategic Goals and further Companion fulfillment—all to promote the good and longevity of the Order.
 - b. Composition. The CPC is comprised of all living Past Commanders-in-Chief (PCINC). At each MOWW Convention, CPC members will elect a chair a vice chair and a secretary, all of whom will serve until the next MOWW Convention when a new election will be held, and new council officers are installed. The vice chair shall function as the chair in the chair's absence. The CPC Chair shall convene Past CINC's (PCINC's) who are present during the annual MOWW Convention. The CINC is the liaison to the Council of Past Commanders-in-Chief (CPC).
 - c. Reporting. The CPC representative, who is a statutory member of the EXCOM shall report such information and recommendations at its discretion deemed for the good of the Order to the EXCOM. Council members shall seek out, mentor, and encourage qualified Companions to participate as candidates for national office. The CPC Chair is a member of the EXCOM.
3. Council of Area Commanders (CAC):
 - a. Purpose. The CAC's purpose is to support the EXCOM via the open and collegial exchange of ideas with CAC members and other Companions and to respond to EXCOM taskings, e.g., to perform studies and analysis, as requested. The CAC shall also provide other information and recommendations which have surfaced from Region and/or Department Commanders to the EXCOM as it deems appropriate. The CAC Chair is a member of the EXCOM. The SVCINC is the CINC's liaison to the CAC.
 - b. Although the CAC is not part of the formal MOWW chain of command, the CAC Chair is authorized to coordinate and task region and department commanders with actions necessary to support EXCOM-assigned projects, studies, and initiatives. This tasking authority is limited to matters specifically directed by the EXCOM and shall be exercised in coordination with the SVCINC, who serves as the CINC's liaison to the CAC.
 - c. Composition. The CAC is comprised of all sitting region and department commanders and its elected officers during their term of office. At each MOWW Convention, qualified CAC

members will elect a Chair, Vice Chair, and Secretary who will serve until the next MOWW Convention when a new election will be held, and new CAC officers are installed or currently serving officers are re-elected. Only sitting region and department commanders are eligible to vote or run for CAC offices. The term of office for CAC officers is one year, from the convention where they are elected to the following convention. Elected CAC officers may continue serving their term of office if they have been replaced in their region or department command by an elected successor provided, they did not resign their position as region commander. In the event the individual resigns from the position of region commander, then any elected position in the CAC will likewise be vacated. The vice chair shall function as the chair in the chair's absence. The CAC Chair shall convene region and department commanders who are present during the annual convention to elect officers and conduct business of the council. The CINC oversees the Council of Area Commanders (CAC).

- d. Reporting. The CAC Chair shall report their proceedings and achievements (while also linking the same to the MOWW Strategic Plan, among other goals and objectives) at the National Convention and at such other times as may be indicated.

CHAPTER 7 | AWARDS & DECORATIONS

A. General

1. Recognition of Excellence Program. This program directly supports achieving MOWW's Strategic Goals. The purpose of the Order's recognition program is to recognize and reward work and behaviors that support and further the vision, mission, strategic goals, and initiatives of the Order. MOWW Awards & Decorations may be ordered/purchased via the online MOWW Store (www.moww.org). MOWW program awards are prepared by HQ MOWW and presented by the Commander in Chief at the annual MOWW Convention. Individual awards and decorations are presented locally.
 - a. MOWW annually presents awards and citations at all levels of command and at the MOWW Convention to recognize individuals, chapters, organizations, etc., that are distinguished by their noteworthy service and achievements in supporting the Preamble to the MOWW Constitution and in achieving MOWW's Strategic Goals. Monetary awards and prizes are also presented to the United States Military Academy, the Air Force Academy, the Naval Academy, the United States Coast Guard Academy, and the National Intelligence College, VADM Dyer Writing Prize recipients and in conjunction with recruiting awards. Unless otherwise mentioned, award categories are:
 - 1) Small chapters have 10 - 49 members. (Note: no chapter may have less than 10 members.)
 - 2) Medium chapters have 50 - 99 members.
 - 3) Large chapters have 100 or more members.

Note: The chapter size category is defined by the chapter's membership at the beginning of each OY (i.e., 1 July, annually). The chapter size category may only be changed at the beginning of the next OY depending on the chapter's membership at that time.
 - b. Chapter, department, and region commanders are authorized and encouraged to present other awards, certificates, plaques, citations, or letters as they deem appropriate throughout the year.
2. Program Award Submission Timing. To allow time for award submissions to be developed and judged, and streamers, plaques and citations created, the following suspense's are mandatory. Late, incomplete, or ineligible submissions will not be considered.
 - a. Chapters. Chapters awards program submissions are due to the appropriate national MOWW committee chair by 01 June annually. Late submissions will not be considered.
 - b. National Committees. National committee chairs must submit program award recipients by 15 June of each year. Awards submissions will be sent to HQ MOWW (membership@moww.org). Late submissions will not be considered.

- c. Membership & Recruiting Awards. Membership and recruiting data will be compiled by HQ MOWW using the MOWW database. The accuracy and completeness of this data is dependent on the timeliness, accuracy and completeness of information provided by chapters using the MOWW Membership Database. For these awards, the period from 1 July through 30 June of the following year applies.
3. Responsibilities.
 - a. Chapter Committee Chairs/Program Coordinators (or their equivalents). These Companions are responsible for understanding the requirements (e.g., Policy Manual guidance, committee-required awards package format/contents and submission timing). They are also responsible for compiling and finalizing their respective award package(s), for securing the chapter commander's approval of the same and ensuring the applicable national committee chair receives a full and complete award nomination package as prescribed.
 - b. Chapter Commander. In coordination with the chapter committee chair, the chapter commander is responsible for approving prepared award submissions such that they can be received by the applicable national committee chair and/or HQ MOWW IAW this Policy Manual and by the required suspense's, e.g., 1 June of each year as outlined above
 - c. National Committee Chairs. Committee chairs and their respective committees are responsible for annually assessing/scoring annual award submissions intended to be presented at the annual national convention, e.g., National Security Awards, and for communicating those results to HQ MOWW/CS by 15 June of each year. Further, the committee chairs and their respective committees will also provide a summary of the assessments / scoring for all chapters. The HQ MOWW/CS will post the committee assessments / scoring summaries on the moww.org website after the national convention.
 4. MOWW emblems, logos, etc., are trademarked and/or proprietary to MOWW, Inc and may not be reproduced on locally produced/procured clothing, products, plaques, etc., without the express written approval of the MOWW Chief of Staff. Approved MOWW items may be found on the MOWW Store on the MOWW website at <https://www.moww.org>.

B. MOWW Awards & Decorations (Table 7.2)

1. Individual narrative justifications (citations to accompany individual decorations such as the National Commander's Medal, Gold and Silver Patrick Henry Medals, the Outstanding Service Medal, the Outreach Service Medal, and National Citations should succinctly address the positions held, duties performed and results achieved, and the time covered. Such narrative justification should be focused on the recipient's service to the Order and the local state or community—not their prior or current service in the US Armed Forces, be that prior or current service on active duty or with the Reserve or National Guard components. See also: Table 7.1, MOWW Insignia of Office, Table 7.3, MOWW Devices, and Table 7.4, MOWW Pins & Lapel Bars.
2. MOWW Distinguished Service Award (DSA). The Distinguished Service Award (DSA) of the Military Order of the World Wars is the highest award presented by the Order to honor an American citizen who has made a notable contribution to national defense or the preservation of our constitutional liberties. The Commander in Chief selects the DSA recipient and presents the

award during the CINC Banquet during the annual MOWW Convention (during which the DSA recipient is the principal speaker). HQ MOWW maintains and issues this award.

3. MOWW National Commander's Medal (NCM). The Commander in Chief (CINC) selects the recipient to recognize the one Companion who, in the CINC's sole discretion, provided the greatest assistance to the CINC in fulfilling the duties of that office during the CINC's term of office. HQ MOWW maintains and issues this award. Current or previous versions of the medal may be worn at the discretion of the wearer.
4. MOWW Gold Patrick Henry Medal (GPHM). Only the Commander in Chief (CINC), the Senior Vice Commander in Chief, the four Vice Commanders-in-Chief and the Immediate Past CINC may present the GPHM to a Companion adult for *extraordinary patriotic achievement*. The GPHM must be presented during the Operating Year (OY) in which they were authorized. Current or previous versions of the medal may be worn at the discretion of the wearer.
 - a. GPHM award elements are purchased and prepared by HQ MOWW. Presenters must provide HQ MOWW/CS (chiefstaff@moww.org) with the individual's full rank and name, date of presentation, and the purpose for which the award was given (a maximum of ~175 words are permitted in the narrative justification, so it fits on the GPHM citation). HQ MOWW will prepare all award elements and send them to the GPHM presenter.
 - b. No individual may receive this award more than once. The Commander in Chief (CINC) may award three (3) GPHMs per OY to adult Companions from across the Order. The Senior Vice Commander in Chief (SVCINC) and the four Vice Commanders-in-Chief (VCINCs) may each award one (1) GPHM per year to adult Companions from within their areas of responsibility. The Immediate Past CINC (IPCINC) may award one (1) GPHM per OY to an adult Companion from across the Order.
5. MOWW Silver Patrick Henry Medal (SPHM)/Medallion. The Silver Patrick Henry Medal may be awarded to an adult who has made *significant patriotic contributions* to the cause of patriotism, either within the Military Order of the World Wars or within their respective community. The chapter will maintain records of those receiving the award. Chapters must also inform HQ MOWW/CS (chiefstaff@moww.org) of recipient's full rank and name, the full ranks and names of presenters and the date of presentation. Current or previous versions of the medal may be worn at the discretion of the wearer.
 - a. Deserving individuals may receive this award more than once, but there must be at least five years between one award and the next. Subsequent awards to an individual are denoted by small, bronze oak leaf clusters vertically arranged on the suspension ribbon. A small, silver oak leaf cluster is used in lieu of five small, bronze oak leaf clusters. Silver oak leaf clusters are positioned above small bronze oak leaf clusters.
 - b. Chapters. One SPHM may be awarded by chapter commanders during each Operating Year (OY) whose chapter membership is less than 50 living members. Two silver SPHMs may be awarded by chapter commanders whose chapter membership is between 51-99 members. Four SPHMs may be awarded each year by chapter commanders whose chapter membership is over 100 members.

9. National Citation. National Citations are approved based on content of the narrative justification accompanying chapter, department, or region commander nominations to recognize *superior achievement* by individual Companions deserving commander praise or respect within their chapter, department, or region of assignment. Military service accomplishments may not be used as justification. Order of precedence-wise, this recognition ranks below service recognized via MOWW medals. The National Citation may only be submitted using the online MOWW Form 17, “National Citation Nomination.”
 - a. National Officers are not eligible to receive a National Citation while in office. Please refer to the MOWW Constitution Article V (Officers) Section 1 (National Officers) for the list of National Officers to help determine eligibility.
 - b. National Citation nominations may only be submitted via the online MOWW Form 17, National Citation Nomination, available at www.moww.org. Coordination within and between the submitting region, department and chapter commanders is required to prevent duplication of command submissions or repeat nominees year after year when many other deserving Companions abound. All nominations must be received by HQ MOWW by 1 June annually. Late submissions will not be considered. When approved, the citation will be prepared as a certificate and mailed to the nominating commander for local presentation.
 - c. Region and department and chapter commanders may only submit one candidate annually to receive a National Citation per Operating Year (OY). However, if a chapter has more than two hundred and fifty living members, one candidate nomination may be submitted for every two hundred and fifty living members.
10. MOWW Award of Merit Plaque (AOM). This award is given by chapter, department, or region commanders to recognize Companions or members of the community who have demonstrated meritorious service but who do not qualify for any of the medals, citations, awards, etc., listed above. It may also be presented to Companions who have previously been awarded the above medals but continue to volunteer their time to serve The Military Order of the World Wars. Order of precedence-wise, this recognition ranks below service recognized via MOWW medals.
11. MOWW Certificate of Appreciation (COA). This certificate may be presented by any Companion at any level to any Companion, non-Companion or organization for achievements supporting the tenets of the Preamble or MOWW’s Strategic Goals, or for any other Order-related purpose, e.g., to honor service, recognize excellence, express appreciation. Order of precedence-wise, this recognition ranks below service recognized via MOWW medals.
12. MOWW Membership Medal (MMM). All Companions may purchase and wear this medal to indicate membership in MOWW. The medal is worn according to military service guidelines on the left lapel or left breast along with other miniature medals with civilian apparel. Devices are centered on the suspension ribbon of the medal as prescribed, from top to bottom of the ribbon.
 - a. Regular Member. No membership category device is worn on the ribbon pendant of the medal.

- b. Perpetual Member. One small, silver star is worn topmost centered on the ribbon pendant of the medal to indicate the wearer's membership category. Only Perpetual Members may wear this device.
- c. Membership Longevity Devices. An hourglass device may be worn at the middle of the ribbon pendant (e.g., underneath the Perpetual Member Star device and above the recruiting numerals of the medal to signify the wearer's length of membership in MOWW, i.e., a bronze hourglass denotes five years of membership, a silver hourglass denotes 10 years of membership and gold denotes 15 or more years of membership. Hourglass devices may be worn by Regular or Perpetual Members.
- d. Recruiting Devices. Bronze numeral devices (i.e., 0, 1, 2, 3, 4, 5, 6, 7, 8 and/or 9) may be worn affixed to the bottom of the pendant ribbon of the MOWW Membership Medal to denote new members recruited by the wearer, e.g., 11. Recruiting devices may be worn by Regular or Perpetual Members. If worn on a Perpetual Member's medal, the Perpetual Member star device is placed above the recruiting numerals. Numerals are not worn to denote upgrades from Regular Member to Perpetual Member or to denote regular member renewals.

C. MOWW Program Awards (Table 7.5)

1. The General of the Armies (GAS) John J. Pershing Chapter of the Year Award is presented annually by the Order at the MOWW Convention to the chapter that demonstrates the highest level of achievement during the operating year in implementing the strategic goals and objectives outlined in the MOWW Strategic Plan.
 - a. All first-place chapter category winners receive an MOWW flag streamer, an award certificate, and a \$500.00 cash award.
 - b. All MOWW Chapters are eligible and automatically considered for this prestigious annual award, which recognizes achievement of the Order's strategic goals during each Operating Year (OY). For additional details about the award please refer to Appendix O of this Policy Manual.
2. MOWW Chapter & Individual Recruiting Recognition. HQ MOWW will maintain recruiting chapter and individual records and prepare recruiting recognition elements for each Operating Year (OY). Initial veteran and hereditary Perpetual and Regular Memberships are considered new members. Membership category upgrades from Regular Member to Perpetual Member, second or subsequent memberships, and Memorial Members are not considered new members for the purposes of recruiting recognition.
 - a. MOWW Chapter Recruiting Excellence Awards. The 1st, 2nd, and 3rd Place awards are based on individual chapters excelling in recruiting such that they achieve the three highest scores. HQ MOWW will compute these scores by multiplying the number of new members recruited as defined above for each OY by the net percentage increase in chapter end strength. Ties are not permitted.
 - 1) The 1st Place chapter recipient recruits six or more (≥ 6) new living members and achieves a $\geq 10\%$ net increase in new members using its membership population as of 30 June of

the just completed OY as the baseline. The 1st Place recipient receives a MOWW chapter flag streamer, certificate, and a \$2,000 check to support chapter outreach programs IAW the MOWW Strategic Plan.

- 2) The 2nd Place chapter recipient recruits four or more (≥ 4) new living members and achieves an $\geq 8\%$ net increase in new members using its membership population as of 30 June of the just completed OY as the baseline. The 2nd Place recipient receives a MOWW flag streamer, certificate, and a \$1,200 check to support chapter outreach programs IAW the MOWW Strategic Plan.
 - 3) The 3rd Place chapter recipient recruits two or more (≥ 2) new living members and achieves a $\geq 7\%$ net increase in new members using its membership population as of 30 June of the just completed OY as the baseline. The 3rd Place recipient receives a MOWW flag streamer, certificate, and a \$750 check to support chapter outreach programs IAW the MOWW Strategic Plan.
- b. MOWW Chapter Recruiting Merit Award (New Members). This award is presented annually to the chapter recruiting the greatest number of new members during each OY. Ties are permitted.
 - c. MOWW Chapter Recruiting Merit Award (Net Growth) This award is presented annually to the chapter achieving the greatest percentage of new member net growth during each OY. Ties are permitted.
 - d. MOWW Top Recruiter Award. This award is presented annually to Companion who recruits the greatest number of new members during each OY. Ties are permitted.
 - e. MOWW Individual Recruiting Citation. This citation is presented annually to Companions who recruit five or more (>5) new members during each OY, and who are not MOWW Top Recruiter Award recipients.
3. MOWW Patriotic Education Program Award. MOWW Patriotic Education Program Award. This is awarded annually by the Military Order at the annual MOWW Convention to those chapters receiving the highest number of points for activities in the implementation of the Patriotic Education Program during the preceding twelve months. Chapters compete with other chapters within their respective small, medium, or large chapter categories. The 1st Place chapter for each chapter category receives an MOWW flag streamer and certificate, the 2nd Place and 3rd Place chapters for each chapter category receive certificates. The Patriotic Education Committee is responsible for judging the competition for these awards in accordance with established guidelines. Ties are not permitted. See also Appendix F.
 4. MOWW Reserve Officer Training Corps (ROTC/JROTC) Program Award. This award has six categories which are based on the number of ROTC units a chapter supports. The awards are presented to those chapters having achieved the highest score based on its report to the ROTC Committee. Scoring for annual ROTC recognition uses a logarithmic scale that balances the chapter's size (living members) and the number of ROTC units supported. This places each chapter on a competitive footing. The 1st Place chapter for each chapter category receives an MOWW flag streamer and a certificate, the 2nd Place and 3rd Place chapters for each category

receive a certificate. The ROTC Committee judges the competition for these awards in accordance with established guidelines. Ties are not permitted. See Appendix J.

5. MOWW Scouting Program Award. This award is presented annually to the chapter with the most effective scouting program. Chapters compete with other chapters within their size category, i.e., small, medium, and large MOWW chapters. The 1st Place chapter for each chapter category receives an MOWW flag streamer and a certificate, the 2nd Place and 3rd Place chapters for each category receive a certificate. The MOWW Scouting Committee judges the competition based on the information submitted via MOWW Form 14, "Chapter Scouting Award Nomination," which is available on the MOWW website, "Companions Only," "Forms." Ties are not permitted.
6. HPM James C. Baird National Scouting Award. This award is presented annually to a Companion of the Order who contributes significantly to the Order's Scouting Program. The MOWW CINC presents the award at the annual MOWW Convention to the recipient. The nominating letter should clearly outline how the nominee has contributed to the Order's Scouting Program while a Companion. Companions nominated for this award are not required to be currently registered as a member of either the Boy Scouts of America or the Girl Scouts of the USA. Nominations should indicate the different Scouting leadership positions, if any, held by the Companion nominated while Companions of the Order. Nominations should also indicate any awards earned while serving as an Adult Scout Leader. Narrative nominations (no specified format) must be submitted electronically (emailed) to the Chair, Scouting Committee. The Letter of Nomination must not exceed one typed page in length, with one-inch margins. Ties are not permitted. (See the online MOWW National Directory for the contact information of the Chair, MOWW Scouting Committee.)
7. MOWW-BSA Community Organization ("Square Knot") Award. The Community Organization Award is a generic term used by the BSA to identify a category of awards used by secular, national, community organizations to recognize their members for voluntary service and achievement. The organization must also be a national, chartered organization—and BSA recognizes MOWW as such. See also Appendix K.
 - a. This award recognizes those Companions of the Order who are also currently registered Adult Scout Leaders actively involved in BSA's scouting program. This earned award is available to all Companions of the Order who satisfy the award requirements. This award is intended to recognize the dedication and work required by Companions furthering the Boy Scout Program of the Order. The award consists of a gold and purple square knot (which may be worn on the Scout uniform) and a MOWW certificate.
 - b. Companions who meet the qualifications as provided in the award guidelines/criteria should apply providing the information required IAW the guidelines/criteria for the award. Additional documentation (e.g., copies of awards, training certificates) is not required. To ensure compatibility with the objectives and mission of the Boy Scouts of America, the concept, requirements, and criteria for presenting the award must be approved by the BSA national Relationships Committee.
8. MOWW Veterans Affairs Program Award. The purpose of the Veterans Support Award is to nationally recognize chapters for their efforts in assisting, encouraging, and recognizing all our veterans, past and present. The development of activities to help and support veterans is

represented by the Strategic Goals as well as the purpose for which we were founded and chartered by the Congress of the United States. Consequently, it is fitting that all chapters should strive to make the expansion of their local involvement in veterans' activities one of their primary objectives. Ties are not permitted.

- a. Submission. All chapter submissions must be received by the Chair, Veterans Affairs Committee, by 1 June, annually. They must use online MOWW Form 38, "Chapter Veterans Affairs Program Award," which is on the MOWW website (www.moww.org), "Companions Only," "MOWW Forms." All chapter submissions must be via online Form 38.
 - b. Evaluation: The evaluation of chapter Veterans Affairs Program Award submissions will be based on five areas as documented in the HQ MOWW online Form 38.
 - 1) The number of veteran's support activities where your chapter is directly involved. This can include any activity or program for which chapter companions work directly to promote or recognize veterans both current and past.
 - 2) The number of companions with direct involvement in your chapter's veteran's activities. The purpose is to note the depth of companion involvement. For a chapter to be able to have a robust veteran's program it is imperative to have the widest possible companion participation which in turn will result in a strong chapter commitment.
 - 3) The number of veterans graves marked with wreaths and/or flags by companions or groups that companions partner with. MOWW's participation in continuous recognition of deceased veterans provides significant awareness which leads to increased MOWW participation.
 - 4) The number of veteran headstones needing repair that are reported to Veteran Affairs or your local Veteran Affairs Council helps to ensure the integrity and honor of deceased veterans. MOWW's participation in continuous recognition of deceased veterans provides significant awareness which leads to increased MOWW participation.
 - 5) The number of companions recognized by your chapter for their contribution to your veteran's programs. It is important for all our programs to give recognition to those companions who so selflessly give of their time and talent to promote the ideals of our Preamble. Recognition can be by local or national certificate and/or award.
 - c. The 1st Place chapter for each chapter category receives an MOWW flag streamer and a certificate, the 2nd Place and 3rd Place chapters for each category receive a certificate.
9. MOWW Public Safety / Law & Order Program Award. This award is presented to chapters that best demonstrates a successful program in support of the Order's Preamble tenet, "Ever to Maintain Law and Order." The 1st Place chapter receives an MOWW flag streamer and a certificate, the 2nd Place and 3rd Place chapters receive a certificate. See also Appendix L.
 10. MOWW Individual Public Safety / Law & Order Awards. These awards are presented annually to recognize the most outstanding and currently serving first responder, law enforcement or criminal justice officials in the United States of America (including Puerto Rico, Guam, the several

territories and the District of Columbia). The recipients must have been nominated by a chapter of the Order and selected by the MOWW PS/L&O Committee from all other candidates. The names of the award recipients shall be announced at the annual MOWW Convention. The local presentation of the award shall be the responsibility of the sponsoring chapter. This presentation should be an appropriate local ceremony to which Companions, the award recipient families and organizations, and the public should be invited to achieve maximum community visibility. Award elements shall be awarded to the 1st Place, 2nd Place, and 3rd Place recipients. The first-place recipient will receive a crystal plaque. This award has two categories. The Individual PS/L&O Exceptional Service Award is presented to those currently serving PS/L&O leaders who display exceptional leadership and management in the performance in their duties. The Individual PS/L&O Outstanding Performance Award is presented to those currently serving PS/L&O officials who act in an outstanding manner in the performance of their duties. This could be an act of heroism, specific service to their community, or other outstanding performance that deserves recognition at the National level. Ties are not permitted.

11. National Security Program Award. This award recognizes chapters for their direct work in national security-related activities, and which demonstrate the most effective program in support of the national security objectives of MOWW. These objectives include those stated in the Preamble, as well as any resolutions, positions papers, or other approved statements of the Order. Chapters compete with other chapters within their size category. The 1st Place chapter for each chapter category receives an MOWW flag streamer and a certificate, the 2nd Place and 3rd Place chapters for each category receive a certificate. The National Security Committee determines the award recipients. Ties are not permitted.
12. MOWW Information & Publicity Program Award. This award is presented annually to the chapter that has had the most effective public relations program in the field of internal relations, community relations, public relations and utilization of television, radio, and other news media. Chapters compete with other chapters within their size category. The 1st Place chapter for each chapter category receives an MOWW flag streamer and a certificate, the 2nd Place and 3rd Place chapters for each category receive a certificate. Ties are not permitted. See Appendix M.
13. MOWW Chapter Newsletter Award. This award is presented to the chapters that have had the most effective newsletter. All chapters compete within their size category. The 1st Place chapter for each chapter category receives an MOWW flag streamer and a certificate, the 2nd Place and 3rd Place chapters for each category receive a certificate. See also Appendix M.
14. VADM Dyer Writing Prize. The Vice Admiral George C. Dyer Memorial Magazine Trust Fund provides cash awards for excellence in writing to Companions of the Order whose articles are published in the *MOWW Review*TM. The Magazine Committee selects the recipients of five cash awards consisting of a \$2,000 first prize, a 1,000 second prize, and three \$500 honorable mention prizes. Additional Certificates of Appreciation may be presented. See Also MOWW Form 30, "Magazine Committee Procedures."
15. MOWW BG Horace W. Port Citation. This citation goes to the one region with the highest percentage of National Officers registered and attending the annual MOWW Convention. The region in which that year's MOWW Convention is held is not eligible for this award. The region will receive a certificate and award streamer. Ties are not permitted.

- a. The MOWW Constitution (Article V, Section 1.) lists the National Officers. Since this number varies over time, it must be computed annually. See the MOWW website at www.moww.org.
 - b. During registration, MOWW Convention attendees must indicate the full title of National Officer positions held, and the host chapter must record that information in the MOWW Convention registration database.
 - c. HQ MOWW determines this award's recipient in accordance with these guidelines. In the event of a tie, the region with the highest percentage of elected National Officers registered and attending will be the award recipient.
16. MOWW Chapter Commanders & Adjutants Citation. This citation is presented annually at the MOWW Convention to the one region with the highest percentage of attendance of chapter commanders and chapter adjutants from that region who are registered and attending the MOWW Convention. The award recipient region receives a MOWW certificate signed by the CINC. The region in which that year's MOWW Convention is held is not eligible for this award. Ties are not permitted.
- a. The National Directory (see the MOWW website at www.moww.org) lists the Order's chapters. Since this number varies over time, it must be computed annually. Each chapter has a commander and adjutant. If a Companion is dual hatted as the chapter commander and adjutant, that Companion will be counted as two. If separate Companions hold those two positions, they will likewise be counted as two.
 - b. During registration, MOWW Convention attendees must indicate the full title of chapter commander and adjutant positions held, and the host chapter must record that information in the MOWW Convention registration database.
 - c. HQ MOWW determines this award's recipient in accordance with these guidelines. In the event of a tie, the region with the highest percentage of chapter commanders registered and attending will be the award recipient.

D. MOWW Community Awards & Decorations (Table 7.6)

1. MOWW Silver Patrick Henry Medal (SPHM). The Silver Patrick Henry Award may also be awarded to a non-Companion adult who has made significant contributions to the cause of patriotism, either to the Military Order of the World Wars or in their respective community. The chapter will maintain records of those receiving the award. Chapters must also inform HQ MOWW/CS (chiefofstaff@moww.org) of recipient's full rank and name, the full ranks and names presenters and the date of presentation. Current and previous versions of the medal may be worn at the discretion of the wearer.
 - a. Deserving individuals may receive this award more than once, but there must be at least five years between one award and the next. Subsequent awards to an individual are denoted by small, bronze oak leaf clusters vertically arranged on the suspension ribbon. A small, silver oak leaf cluster is used in lieu of five small, bronze oak leaf clusters. Silver oak leaf clusters are positioned above small bronze oak leaf clusters.

- b. Chapters. One SPHM may be awarded by chapter commanders whose chapter membership is less than 100 living members. Four silver medallions each year may be awarded by chapter commanders whose chapter membership is between 100 and 200 living members. Six silver medallions each year may be awarded by chapter commanders whose chapter membership is over 200 living members.
 - c. Regions and Departments. Two SPHM may be awarded by each region and department commander during each fiscal year.
 - d. Multi-Day Youth Leadership Conference Directors. YLC Directors may present one SPHM each fiscal year to an adult who made significant contributions to the unit establishing the conference.
 - e. SVCINC and VCINC. The SVCINC and four VCINC may present one SPHM each fiscal year for each region within their area of responsibility.
 - f. The CINC may present two SPHMs each fiscal year.
1. MOWW Bronze Patrick Henry Medal (BPHM). The Bronze Patrick Henry Medal may only be presented to youths ≤ 18 years in age for outstanding patriotic activities in their respective communities. National Officers and chapter commanders making the award will determine the specific criteria for this award. There is no limit to the number of BPHMs awarded each year. Chapters are expected to keep records of those recipients, purpose, and date of award. No individual may receive this award more than once. Current or previous versions of the medal may be worn at the discretion of the wearer.
 2. MOWW Youth Merit Medal (YMM). The Youth Merit Medal (YMM) may only be presented to youths ≤ 18 years in age who clearly displayed excellence in selfless service in a range of diverse programs and activities. Eligibility examples include top graduates of MOWW Youth Leadership Conferences (YLC), youth performing notable public or community service, or youth displaying leadership excellence in high schools and universities, youth performing other notable service in related, service-oriented groups or serving as student staff supporting MOWW YLCs. National Officers and commanders at all levels may approve/present this award using the award eligibility criteria outlined above. Presentation of the medal is accompanied by the Youth Merit Medal citation and folder.
 3. MOWW Bronze Patrick Henry Organizational Award (BPHOA). The BPHOA may be presented to a non-MOWW veterans organization, school, or specific group of individuals in recognition of their efforts in support of the Military Order of the World Wars' patriotic goals, e.g., Youth Leadership Conferences, Massing of Colors, ROTC/JROTC and Boy/Girl Scout programs. National Officers and commanders at all levels may approve/present this award using the award eligibility criteria outlined above. MOWW sub-elements, e.g., chapters or YLCs, are not eligible for this award.
 4. MOWW Phoenician Award. The Phoenician Awards recognizes the Winner and 1st and 2nd Runners-Up of the MOWW's annual Phoenician Essay Contest. Each awardee receives a scholarship check and Certificate. The awards are presented at an MOWW chapter arranged ceremony in each winner's local community and are designed to maximize attendance by the

student's family and community. The applicable YLC Director, the sponsoring MOWW Chapter and/or Region are responsible for arranging and conducting the award presentation.

- a. Upon determination of the Winner and 1st and 2nd Runners-Up, the Patriotic Education Committee Chair or Vice Chair emails the essay question, the contest results, and each awardee's complete essay packet to the MOWW Chief of Staff (chiefstaff@moww.org) and the Commander in Chief. The Commander in Chief congratulates the YLC Directors of the winning students, the YLC Directors congratulate the winners, and the Commander in Chief follows with a letter of congratulations to each awardee. The YLC Director will ensure that the required IRS form 1099 is mailed to HQs MOWW, Chief of Staff as soon as possible.
- b. The Phoenician Award Winner receives a certificate and a check for \$4,000. The 1st Runner-Up receives a certificate and a check for \$2,000, and the 2nd Runner-Up receives a certificate and a check for \$1000. All recipients will be presented their awards at local MOWW ceremonies, with the CINC, the SVCINC or the applicable VCINC presiding over the award presentation. Family, friends, MOWW Companions and local media should be invited to attend/cover this presentation event. Preferred venues include, but are not limited to, school assemblies and formal MOWW events.

E. MOWW Military Education Awards (Table 7.7)

1. MOWW Leadership Award (United States Military Academy). The USMA faculty determines the leadership award recipient on behalf of the Order.
2. MOWW Leadership Award (United States Naval Academy). The USNA faculty determines the leadership award recipient on behalf of the Order.
3. MOWW Outstanding Cadet in Western Language Minor Award (United States Air Force Academy). This award is in memory of Major Gervais Raoul Victor Lufbery (March 14, 1885 – May 19, 1918) was a French and American fighter pilot and flying ace in World War I. Because he served in both the French Air Force, and later the United States Army Air Service in World War I, he is sometimes listed alternately as a French ace or as an American ace. Officially, all but one of his 17 combat victories came while flying in French units. This award is presented annually to the United States Air Force Academy (USAFA) cadet who, above all other cadets, excels in western languages. The USAFA faculty determines the recipient on behalf of the Order.
4. MOWW Captain Charles Avery Satterlee Award for Pistol Marksmanship (United States Coast Guard Academy). This award, underwritten by the late Captain Charles Avery Satterlee (USCG, Retired) Fund, is presented annually to a United States Coast Guard Academy (USCGA) graduate each year. This award has two components: the MOWW Pistol Marksmanship Award; the Captain Charles Avery Satterlee Award for Composition and Rhetoric. The USCG Academy faculty determines the recipients on behalf of the Order.
5. MOWW Award for the Best Research Paper on Theater Campaign Strategy & Warfare (United States Army War College). This award is presented annually by a member of MOWW to the individual with the best research paper addressing an aspect of theater campaign strategy or the conduct of theater warfare. Specifically, the papers may present research on any military leader or campaign having significant impact on the conduct of war, may investigate issues germane to

theater warfare or may analyze strategic implications present in a theater campaign. The AWC faculty determines the recipient on behalf of the Order.

6. MOWW Award for the Outstanding National Security Thesis (United States National Intelligence College). This award is presented annually to the student author of the most outstanding thesis on a national security topic consistent with the tenets of the Order's Preamble. The mission of the National Intelligence College (NIC) is to identify, evaluate and fulfill the undergraduate, graduate, and professional education need to provide strategic military expertise within the intelligence community of the United States. The NIC Academy faculty determines the recipient on behalf of the Order.

F. Heraldry & Wear of Items

1. Description. The insignia/logo of the Order is described in the MOWW Bylaws and is trademarked. HQ MOWW controls the official insignia, supplies, flags, publications, etc., of the Order. The Order's insignia shows the figure of justice surrounded by the name of the Order in an oval in the center of a Formee Cross in gold and burgundy. The red cross is emblematic of the crusade for freedom. Burgundy is the color of courage. The cross is entwined with a laurel wreath of victory. The American eagle surmounts the cross, emblematic of the supremacy of the United States of America. The insignia shall be suspended from a ribbon one and one-half inches wide of the inverted colors of the World War I Victory Medal ribbon, i.e., violet in the middle shading through the spectrum to red at each edge.
2. Use. Regions, departments, chapters, and Companions are authorized to use the logo on stationary, business cards, etc., for official correspondence and publicity required to do the Order's business.
3. Sales. MOWW units other than HQ MOWW wishing to sell items displaying the logo, such as clothing, name plates, plaques, etc. must first submit and receive approval from HQ MOWW, which may or may not be approved depending on circumstances. Units currently selling items utilizing the logo are authorized to continue, but they must register these items with HQ MOWW. Failure to register existing items sold for profit will result in a revocation of the authorization to sell these items. Units will report to their respective membership the amount of income from the sale of logo items and how the money is used. Normally this will be done in the unit's treasurer's report of meeting minutes.
4. Wear. Statutory Delegates (elected or appointed, past or present) as defined by the MOWW Constitution Article V, Section 4 are authorized to wear the full-sized insignia suspended from the neck on a one-and-one-half inch-wide ribbon of the Order. This should be worn on any occasion when these members are assembled for a meeting or when the wearer represents the Order at a ceremony. The number and color of the palms attached to each side of the neck ribbon and gold letters above the palms designate the level of the office and whether presently or formerly held, as follows:
 - a. A mixture of gold and silver palms is unauthorized. A member may not wear palms or letters designating more than one office, whether presently or formerly held. In all cases, the petiole of the palm shall point down. Silver palms refer to the office currently held; gold palms refer to the highest office previously held. The letter designation of the department and region commanders, General Staff members, and General Staff *Emeritus* members is to be worn above the palms. A silver five-pointed star may be worn on the neck ribbon above the palms and office letter designator for each perpetual membership of the wearer.
 - b. All Companions may wear a lapel ribbon bar of the Order's colors. The lapel ribbon bar shall be worn on the left lapel. An alternate to the lapel ribbon bar is a miniature "pin" of the Order's insignia, which also may be worn on the lapel, or as "tie tack." The lapel ribbon bar or "pin" may be worn at any time except on the service uniform.
 - c. The Past Chapter Commander's Pin is a gold oval with a raised insignia in the center, surrounded by the words "Past Commander." It may be worn on the lapel or on the lower

- portion of the neck ribbon, near where the insignia is suspended, by past chapter commanders.
- d. Companions contributing to the Memorial Building Maintenance Fund may wear additional letters on neck and lapel ribbons. Those contributing \$100 became members of the Century Club and wear a "C." Those contributing \$1,000 became Millennia Club members and wear an "M." For \$5,000.00 and up, one became a Victory Club member and may wear a "V." Only one of these designations may be worn at a time and are placed above the silver stars. (Note: this program is no longer in effect.)
 - e. The MOWW Membership Pin is worn on the left lapel. MOWW medals are worn on the left lapel immediately under the membership pin in civilian dress. The MOWW medals may be worn on dress uniforms; however, they are only authorized for wear during MOWW activities. Also, MOWW medals are worn last in the order of precedence, but incorporated with other medals, i.e., as a practical matter, one either needs to have two sets of miniature medals or reconfigure the setup each time the uniform is worn. If the MOWW Membership Medal is worn, the MOWW Membership pin is not.
5. Wear of the MOWW Garrison/Overseas/Flight cap. The cap should be worn as purchased with MOWW logo and the words, "Military Order of the World Wars, embroidered on the side of the cap. The cap should be worn when participating in MOWW functions held outdoors such as parades, Memorial and Veterans' Day ceremonies, Massing of Colors, etc. Caps will not be worn indoors except when part of a MOWW Color Guard.
 6. Other insignia, devices, certificates, and flags.
 - a. Insignias, both full-sized and miniature, devices, certificates, and flags shall be issued to or purchased by members and chapters via the MOWW Store.
 - b. Membership Certificate: The membership certificate of the Order shall be as determined by the General Staff.
 - c. MOWW Flag: The flag of the Order shall be gold with the insignia of the Order displayed in the center surrounded by the name of the Order.
 - d. Department and Chapter Flag: department and chapter flags shall be distinguished by the name of the department or chapter placed across the bottom.
 - e. Flag Streamers: chapters, departments, and regions may attach flag streamers to their flags of the Order that were issued by the Order.

G. MOWW Store

1. The online MOWW Store, a secure website within the MOWW website (www.moww.org), is where Companions and select others (e.g., Scout and ROTC organizations) may order MOWW medals, awards, certificates, etc.

2. MOWW Flag. The MOWW flag may be ordered directly from the company listed on the MOWW website. The flag of the Order shall be gold with the insignia of the Order displayed in the center surrounded by the name of the Order. Region, department, and chapter flags: region, department and chapter flags shall be distinguished by the name of the region, department or chapter placed across the bottom. Regions, departments, and chapters may attach flag streamers to their flags that were issued by the Order, which are under the purview of HQ MOWW.
3. Membership Certificate. The membership certificate of the Order shall be as determined by the EXCOM/MOWW, Inc., BOD.

Table 7.1 MOWW INSIGNIA OF OFFICE & THE MOWW MEMBERSHIP MEDAL	
POSITION	DEVICES
MOWW Honorary Commander in Chief (HCINC)	<ul style="list-style-type: none"> The incumbent HCINC wears five (5) gold palm devices on each side of the neck ribbon
MOWW Commander in Chief (CINC)	<ul style="list-style-type: none"> The incumbent CINC wears the Past Commander Pin (if authorized) and five (5) silver palm devices on each side of the neck ribbon Past CINC's wear the Past Cast CINC Pin and five (5) gold palm devices on each side of the neck ribbon
MOWW Senior Vice Commander in Chief (SVCINC), MOWW Vice Commanders-in-Chief (VCINC) & Chief of Staff (CS)	<ul style="list-style-type: none"> The incumbent SVCINC, VCINC's and CS wear the Past Commander Pin (if authorized) four (4) silver palm devices on each side of the neck ribbon Past SVCINC's, VCINC's and CS's wear the Past Commander Pin (if authorized) four (4) gold palm devices on each side of the neck ribbon unless otherwise authorized to wear more gold palms due to another position previously held
Region Commanders	<ul style="list-style-type: none"> Incumbent region commanders wear the Past Commander Pin (if authorized) and three (3) silver palm devices on each side of the neck ribbon Past region commanders wear the Past Commander Pin and three (3) gold palm devices on each side of the neck ribbon unless otherwise authorized to wear more gold palms due to another position previously held
General Staff Members	<ul style="list-style-type: none"> Members of the General Staff wear the Past Commander Pin (if authorized) and three (3) silver palm devices on each side of the neck ribbon unless otherwise authorized to wear more silver palms due to higher position currently held Past members of the General Staff wear the Past Commander Pin (if authorized) and three (3) gold palm devices on each side of the neck ribbon unless otherwise authorized to wear more gold palms due to higher position previously held
Department Commanders	<ul style="list-style-type: none"> Incumbent department commanders wear the Past Commander Pin (if authorized) and two (2) silver palm devices on each side of the neck ribbon Past department commanders wear the Past Commander Pin and two (2) gold palm devices on each side of the neck ribbon unless otherwise authorized to wear more gold palms due to another position previously held
Chapter Commanders	<ul style="list-style-type: none"> Incumbent chapter commanders wear one (1) silver palm device on each side of the neck ribbon. Past chapter commanders (i.e., those in their second or subsequent term or non-incumbents) wear the Past Chapter Commander Pin and one (1) gold palm device on each side of the neck ribbon.
Standing MOWW Committee Chairs	<ul style="list-style-type: none"> Incumbent chairs wear the Past Commander Pin (if authorized) and one (1) silver palm device on each side of the neck ribbon unless otherwise authorized to wear more silver palms due to another position current held Past chairs wear the Past Commander Pin (if authorized) and one (1) gold palm device on each side of the neck ribbon unless otherwise authorized to wear more silver palms due to another position currently held

NOTE: SEE TABLE 7.3, MOWW DEVICES

Table 7.2 | MOWW AWARDS & DECORATIONS (ORDER OF PRECEDENCE)

AWARD	DEVICES	CRITERIA	APPROVAL	REFERENCE
Distinguished Service Award (DSA)	N/A	Notable contributions to US national defense & preservation of its constitutional liberties	CINC	Chapter 7, Para B. 1.
National Commander's Medal (NCM) & Citation	Small Bronze/Silver Oak Leaf Clusters	Greatest assistance in direct support of the incumbent CINC	CINC	Chapter 7, Para B. 2.
Gold Patrick Henry Medal (GPHM) & Citation	N/A	Extraordinary patriotic achievement	CINC (3 ea); SVCINC, VCINCS & IPCINC (1 ea)	Chapter 7, Para B. 3.
Silver Patrick Henry Medal (SPHM) & Citation	Small Bronze/Silver Oak Leaf Clusters	Significant patriotic contributions	Chapter, department, region commanders, and multi-day YLC Directors	Chapter 7, Para B. 4., and Para D. 1.
Bronze Patrick Henry Medal (BPHM) & Citation	N/A	Patriotic activities by Companions and youth aged ≤ 18 years. Companions may wear this medal only if earned as a youth IAW the criterion above	Chapter, department, and region commanders	Chapter 7, Para B. 6 & D. 2. (See also Table 7.6. Community Awards)
Outstanding Service Medal (OSM) & Citation	Small Bronze/Silver Oak Leaf Clusters	Outstanding effectiveness (sustained or specific achievement)	Chapter, department, and region commanders	Chapter 7, Para B. 7.
Outreach Service Medal (ORSM) & Citation	Small Bronze/Silver Oak Leaf Clusters	Notable leadership or selfless service of chapter outreach programs	Chapter, department, and region commanders	Chapter 7, Para B. 8.
National Citation (NC) (Note: National Officers are not authorized recipients)	N/A	For superior achievement (other than that recognized by medals and awards above)	Nominated by chapter, department & region commanders. Approved by CINC	Chapter 7, Para B. 9.
Award of Merit Plaque (AOM)	N/A	For meritorious service (other than that recognized by medals and awards above)	Chapter, department, and region commanders	Chapter 7, Para B. 10.
Certificate of Appreciation (COA)	N/A	For achievement (other than that recognized by medals and awards above)	Chapter, department, and region commanders	Chapter 7, Para B. 11.
MOWW Membership Medal (MMM)	<ul style="list-style-type: none"> Perpetual Members & Hereditary Perpetual Members wear a star device on the pendant ribbon. Regular Members & Hereditary Regular Members do not wear a silver star device on the pendant ribbon. Bronze numerals are worn on the pendant ribbon below the PM/HPM star to indicate each new member recruited, e.g., 12 new members recruited are worn as "12." A bronze hourglass is worn on the pendant ribbon below the recruiting numerals = 5 years of membership, a silver hourglass = 10 years & a gold hourglass = 15 years 	<ul style="list-style-type: none"> Veteran or hereditary member <i>bona fides</i> verified by the member's sponsor and attested to by the sponsor's signature on the member's MOWW Form 1, MOWW Membership Application Member in good standing (dues fully paid and/or current and not overdue) 	HQ MOWW	Chapter 7, Para B. 12.

Table 7.3 MOWW DEVICES	
ITEM	WEAR
Palm Device, Gold	Worn in equal numbers of the left and right sides on the ribbon of the MOWW Neck Ribbon & Pendant to denote the most senior position previously held.
Palm Device, Silver	Worn in equal numbers of the left and right sides on the ribbon of the MOWW Neck Ribbon & Pendant to denote the current position held
Oak Leaf Cluster Device, Bronze (Large)	Worn only on the full-size National Commander Medal to denote subsequent awards
Oak Leaf Cluster Device, Bronze (Small)	Worn on all miniature medals, e.g., the Outstanding Service Medal, to denote subsequent awards
Silver Star Device, Large	Worn in equal numbers of the left and right sides on the ribbon of the MOWW Neck Ribbon & Pendant to denote the number of chapter memberships
Silver Star Device, Small	Worn on the miniature Membership Medal and the Membership Ribbon Bar to denote a veteran or hereditary Perpetual Member
Recruiting Numeral(s) Device, Bronze	Worn on the Membership Ribbon (below the Perpetual Member Star but above the Hourglass Devices) to denote the number of new Companions recruited.
Hourglass Device, Gold	Worn on the Membership Ribbon to denote 15 or more years as a Companion
Hourglass Device, Silver	Worn on the Membership Ribbon to denote 10 or more years as a Companion
Hourglass Device, Bronze	Worn on the Membership Ribbon to denote 5 or more years as a Companion
Gold Letter Device, "D"	One each device worn on the left and right sides on the ribbon of the MOWW Neck Ribbon & Pendant to denote the wearer is a department commander
Gold Letter Device, "E"	One each device worn on the left and right sides on the ribbon of the MOWW Neck Ribbon & Pendant to denote the wearer is designated as "General Staff <i>Emeritus</i> "
Gold Letter Device, "R"	One each device worn on the left and right sides on the ribbon of the MOWW Neck Ribbon & Pendant to denote the wearer is a region commander
Gold Letter Device, "S"	One each device worn on the left and right sides on the ribbon of the MOWW Neck Ribbon & Pendant is a member of the General Staff (REF: MOWW Constitution, Article V, Section 1)

Table 7.4 MOWW PINS & LAPEL BARS	
ITEM	WEAR
Perpetual Membership Pin (with a surmounting star)	Worn on the left lapel of a jacket or the left collar of a shirt
Regular Membership Pin (without a surmounting star)	Worn on the left lapel of a jacket or the left collar of a shirt
Membership Ribbon Bar, Lapel	<ul style="list-style-type: none"> • Regular Members wear the lapel bar without a small silver star device • Perpetual Members wear the lapel bar with a small silver star device
Past Commander in Chief Pin	Worn on the bottom apex of the MOWW Neck Ribbon just above the MOWW Pendant. If worn, do not wear the Past Commander Pin
Past Commander Pin	Worn on the bottom apex of the MOWW Neck Ribbon just above the MOWW Pendant

Table 7.5 | MOWW PROGRAM AWARDS

(For the purposes of submitting MOWW Program Awards, the MOWW Operating Year (OY) begins on 1 Jul of any given calendar year and ends on 30 Jun of the subsequent calendar year (1 Jul 22-30 Jun 23))

AWARD	CRITERIA	REFERENCE
General of the Armies (GAS) John J. Pershing Chapter of the Year Award (small, medium, large chapters)	Exemplify the MOWW Preamble's tenets, achieve MOWW's Strategic Goals, lead and manage chapters to be robust, active and sustainable & be positive force in the community	Chapter 7, Para C. 1.
MOWW Chapter Recruiting Excellence Award (1 st Prize, 2 nd Prize & 3 rd Prize)	See the MOWW Policy Manual for criteria applicable to 1 st Place, 2 nd Place and 3 rd Place. Note: At Large chapters are not eligible.	Chapter 7, Para C. 2. a.
MOWW Chapter Recruiting Merit Award (New Members).	Presented annually to the chapter recruiting the greatest number of new members during each OY.	Chapter 7, Para C. 2. b.
MOWW Chapter Recruiting Merit Award (Net Growth)	Presented annually to the chapter achieving the greatest percentage of new member net growth during each OY.	Chapter 7, Para C. 2. c.
MOWW Top Recruiter Award (1 recipient, annually)	Presented to the Companion who personally recruited the highest number of new Companion, all Classes for the Operating Year	Chapter 7, Para C. 2. d.
MOWW Recruiting Citation	Presented to any Companion who recruited ≥ 5 new members for the Operating Year, i.e., 1 Jul – 30 Jun, annually	Chapter 7, Para C. 2. e.
MOWW Individual Recruiting Merit Award.	Presented annually to Companions who recruit 3-4 new members during each MOWW OY, and who are not MOWW Top Recruiter Award or MOWW Individual Recruiting Citation recipients.	Chapter 7, Para C. 2. f.
MOWW Patriotic Education Program Award (small, medium, large chapters)	Best demonstrates depth & breadth of coverage & effectiveness in a chapter Patriot Education Program	Chapter 7, Para C. 3.
MOWW ROTC/JROTC Program Award	See the MOWW Policy Manual for criteria applicable to 1st Place, 2nd Place and 3rd Place in each of the 6 categories	Chapter 7, Para C. 4.
MOWW Scouting Program Award (small, medium, large chapters)	Best demonstrates depth & breadth of coverage & success in implementing a chapter Scouting Program	Chapter 7, Para C. 5.
HPM James C. Baird National Scouting Award	Presented to a Companion of the Order who contributes most significantly to the Order's Scouting Program.	Chapter 7, Para C. 6.
MOWW-BSA Community Organization ("Square Knot") Award (Individual)	Honors MOWW (community organizations) Companions for voluntary service & achievement. (BSA recognizes MOWW as a national, chartered organization)	Chapter 7, Para C. 7.
MOWW Veterans Affairs Program Award (small, medium, large chapters)	Best demonstrates depth & breadth of coverage & success in implementing a chapter Veterans Affairs Program	Chapter 7, Para C. 8.
MOWW Public Safety / Law & Order Project Award	Best demonstrates depth & breath of coverage & success in implementing a chapter PS/L&O Program	Chapter 7, Para C. 9.
MOWW Individual Public Safety/Law & Order Awards	For individual excellence in US law enforcement, criminal justice & first responder and other public safety community organizations.	Chapter 7, Para C. 10.
MOWW National Security Program Award (small, medium & large chapter categories)	Best demonstrates depth & breadth of coverage & success in implementing a chapter National Security Program	Chapter 7, Para C. 11.
MOWW Information & Publicity Program Award	Most effective public relations program in internal relations, community relations, public relations & use of print and electronic media	Chapter 7, Para C. 13.
MOWW Chapter Newsletter Award (small, medium & large chapter categories)	Most effective newsletter addressing chapter goals, programs & events, and educational & human-interest topics	Chapter 7, Para C. 14.
VADM Dyer Writing Prize (1 st Prize, 2 nd Prize & Honorable Mentions—3 each)	For writing excellence in articles published in <i>The MOWW Review</i> [™]	Chapter 7, Para C. 15.
BG Horace W. Port Certificate	Presented to the one region with the highest % of National Officers registered & attending the annual MOWW Convention	Chapter 7, Para C. 16.
MOWW Chapter Commanders & Adjutants Certificate	Presented to the one region with the highest % of chapter commanders & adjutants registered & attending the annual MOWW Convention	Chapter 7, Para C. 17.

Table 7.6 MOWW COMMUNITY AWARDS		
AWARD	CRITERIA	REFERENCE
Silver Patrick Henry Medal (SPHM) & Citation	Any individual, 19 or more years, for excellence in patriotic contributions. SPHM plaque optional. Approval authority: chapter commander.	Chapter 7, Para D. 1.
Bronze Patrick Henry Medal (BPHM) & Citation	Recipients must be youth, ≤ 18 years in age, and presented for patriotic activities in the community	Chapter 7, Para D. 2.
Youth Merit Medal (YMM) and Citation	Any youth, ≤ 18 years old (1 per recipient), for leadership and civic achievements exclusive of those accomplishments already recognized by ROTC/JROTC medals, BSA/GSUSA certificates, etc. Presented by chapter commanders & YLC/YLS Directors	Chapter 7, Para D. 3.
Bronze Patrick Henry Organizational Award (BPHOA) & Citation	Non-MOWW Groups & Organizations, for patriotic achievement in the community	Chapter 7, Para D. 4.
MOWW Phoenician Award (Winner, 1 st Runner-Up & 2 nd Runner-Up recipients)	Top 3 essays selected from all multi-day YLC essayists as determined by the Patriotic Education Committee	Chapter 7, Para D. 5.

Table 7.7 MOWW MILITARY EDUCATION AWARDS (PRESENTED ANNUALLY ON SITE)		
AWARD	CRITERIA	REFERENCE
MOWW Leadership Award (US Military Academy)	As determined by USMA	Chapter 7, Para E. 1.
MOWW Leadership Award (US Naval Academy)	As determined by USNA	Chapter 7, Para E. 2.
MOWW Outstanding Cadet in Western Language Minor Award in memory of Maj G. Raoul Lufbery (US Air Force Academy)	As determined by USAFA	Chapter 7, Para E. 3.
MOWW Captain Charles Avery Satterlee (USCG) Award for Pistol Marksmanship (US Coast Guard Academy)	As determined by the USCGA	Chapter 7, Para E. 4.
MOWW Captain Charles Avery Satterlee (USCG) Award for Composition & Rhetoric (US Coast Guard Academy)	As determined by USCGA	Chapter 7, Para E. 4.
MOWW Award for the Best Research Paper on Theater Campaign Strategy & Warfare (Army War College)	As determined by the US Army War College	Chapter 7, Para E. 5.
MOWW Award for the Most Outstanding National Security Thesis (National Intelligence College)	As determined by the National Intelligence College	Chapter 7, Para E. 6.

CHAPTER 8 | RECOMMENDING CHANGES

A. General

1. Preserving, protecting, and promoting the Order and promoting its longevity comes from broad Companion volunteerism and continuous involvement in the Order—including continuous improvement.
2. This chapter outlines the process by which any Companion may propose changes to the MOWW Constitution, Bylaws, Strategic Plan and Policy Manual to improve operations, connectivity, etc.

B. Recommending Changes to the Publications and Documents

1. MOWW Constitution and MOWW Bylaws. For the Constitution, refer to Article VIII and for the Bylaws, refer to Article 8, and the Amendment Proposal Format below. Submit proposed amendments to the Constitution & Bylaws Committee (MOWW National Directory, www.moww.org).
2. MOWW Strategic Plan. Refer to the Amendment/Change Proposal Format below. Submit proposed amendments to the Strategic Planning Committee (MOWW National Directory, www.moww.org).
3. MOWW Policy Manual and MOWW Forms. The Chief of Staff shall be responsible for maintaining, publishing, and distributing the Policy Manual and the Forms of the Order. Key definitions follow:
 - a. Minor Changes. The Chief of Staff may name, re-name, title, re-title, number, re-number, letter, or re-letter and/or order or re-order any article, section and/or sub-section in a uniform manner and adhere to the tenets of effective writing provided that such things shall not be considered as substantive in the interpretation of the Policy Manual or Forms.
 - b. Major Changes. A major change happens when requirements are modified or new language is added. The Chief of Staff first sends these proposed changes to the Top-8 Working Group to review. After their review, the proposals go to the EXCOM for approval. Once approved, the change is marked in the Policy Manual with an administrative notice (like [Amended XX XXX XX.]). Each January, the Chief of Staff updates the Policy Manual with a new baseline date and removes the change notices from the previous year.
4. Amendments. Submit proposed amendments IAW the format below. Do not reference page numbers as these change with edits. For MOWW Forms, reference the existing form. For proposed forms, propose the content. Submit proposed changes to chiefofstaff@moww.org.
 - a. Current Language and Reference. Fully quote the current language at issue and provide the full reference for that language, e.g., MOWW Bylaws, Article III, Paragraph & subparagraph, etc., or MOWW Form 21, Paragraph H, etc.

- b. Proposed Language. Provide the proposed language in full. If the proposal/change is to simply delete existing language, so state.
 - c. Rationale for proposal. Provide the succinct rationale citing the issues present and how the proposed language will remedy those issues.
 - d. Name of Submitter.
5. MOWW National Directory. Submit changes to MOWW/region/department/chapter officers, committee members, etc., via the online MOWW Form 6, "New Officer Report" (www.moww.org).
 6. MOWW Member Roster. Submit changes to individual Companion information via an online MOWW Form 5, "Membership Update" (www.moww.org).

APPENDIX A | ETHICS

A. General.

1. The Military Order of the World Wars (MOWW) is committed to upholding the highest legal, ethical and moral standards. Accordingly, this Ethics Policy establishes the standards of conduct for all national, regional, departmental, and chapter officers, appointed officials and committee members, and all employees and individuals acting on behalf of MOWW Inc.
2. As a federally recognized nonprofit veterans' organization under Section 501(c)(19) of the Internal Revenue Code, MOWW operates in the public trust. All representatives of the Order are expected to uphold the highest standards of integrity, accountability, and lawful conduct in support of its mission.

B. Code of Ethics.

1. All individuals covered by this policy shall abide by the following core ethical principles.
 - a. Act with honesty, integrity, and transparency at all times.
 - b. Place the interests of MOWW above personal or private gain.
 - c. Exercise sound judgment and responsible stewardship of resources and relationships.
 - d. Treat all individuals with fairness, dignity, and respect regardless of race, religion, disability, age, national origin, gender, sexual orientation or other personal characteristics.
 - e. Avoid any action that could result in or create the appearance of Impropriety, Misuse of authority or Loss of public trust.
 - f. Comply with all federal, state, and local laws and regulations, and MOWW governing documents.
 - g. Report known or suspected violations of law or policy.
2. Duties of Nonprofit Leadership. In fulfilling their roles, officers and leaders of MOWW shall adhere to the fundamental duties of nonprofit governance:
 - a. Duty of Care: Act in good faith, with reasonable care, and in the best interests of the organization.
 - b. Duty of Loyalty: Avoid conflicts of interest and act solely in the interest of MOWW.
 - c. Duty of Obedience: Ensure that MOWW operates in accordance with its mission, governing documents, and applicable laws.
3. Compliance with 501(c)(19) Requirements. As a tax-exempt veterans' organization, MOWW shall operate exclusively in furtherance of its exempt purposes. Accordingly:
 - a. No part of the organization's net earnings shall inure to the benefit of any private individual.
 - b. Organizational assets shall not be used for personal benefit.
 - c. All activities shall remain consistent with the purposes defined under Section 501(c)(19).

- d. Financial practices shall reflect transparency, accountability, and proper stewardship of funds.
4. Conflict of Interest.
 - a. Definition: A conflict of interest arises when an individual's personal, financial, or professional interests could interfere with, or appear to interfere with their ability to act in the best interests of MOWW.
 - b. Prohibited Conduct. All Individuals covered by this policy shall not; use their position for personal gain, participate in decisions where they or a related party have a financial or personal interest or use nonpublic information for private benefit.
 - c. Disclosure and Recusal. All actual or potential conflicts must be promptly disclosed. Individuals must recuse themselves from discussions or decisions involving such conflicts. MOWW may require periodic written disclosures to ensure transparency and compliance.
5. Gifts, Favors, and Outside Influence. Individuals shall not solicit or accept gifts, gratuities, or anything of value from any person or organization that:
 - a. Seeks to influence official action.
 - b. Does business with or seeks to do business with MOWW.
 - c. Could reasonably create the appearance of improper influence.

Nominal items of minimal value may be accepted when consistent with customary nonprofit practices and when they do not compromise impartiality.

6. Use of Organizational Resources. MOWW resources including funds, property, equipment, data, and name shall be used solely for authorized organizational purposes. Unauthorized personal use or use for non-MOWW purposes is prohibited.
7. Financial Integrity and Accountability. All individuals with financial responsibilities shall:
 - a. Ensure accurate and complete financial records.
 - b. Use funds only for authorized purposes.
 - c. Avoid waste, fraud, and abuse.
 - d. Support internal controls and financial oversight.
8. Use of Intoxicants. An office holder who abuses drugs or intoxicants to excess may be subject to removal from office after correctional actions have been taken and the abuse continues.
9. Reporting and Non-Retaliation. All individuals are expected to report, in good faith, suspected violations of this Ethics Policy, applicable laws or regulations and/or any misconduct involving MOWW personnel. MOWW strictly prohibits retaliation against any individual who reports concerns in good faith and/or cooperates in any inquiry or investigation.
10. Political and Legislative Activities. To maintain compliance with the MOWW Constitution and federal tax-exempt requirements under Section 501(c)(19), MOWW shall not participate or

intervene, directly or indirectly, in any political campaign on behalf of or in opposition to any candidate for public office. No officer or representative of MOWW shall use MOWW funds, resources, or their official position for partisan political purposes.

- a. MOWW may engage in limited legislative or advocacy activities only when such activities are lawful and consistent with the Order's tax-exempt status, further the mission and purposes of the Order and are properly authorized by the General Staff or its Executive Committee (EXCOM).
 - b. Advocacy activities may include providing expertise, research, policy analysis, and non-legislative recommendations, as well as other activities designed to educate, inform, or influence public understanding and assist in guiding broad policy direction.
 - 1) Advocacy, as defined by 45 Code of Federal Regulations (CFR), Definitions, 1329.4, 1973, is "pleading an individual's cause or speaking or writing in support of an individual. To the extent permitted by State law or the rules of the agency before which an individual is appearing, a non-lawyer may engage in advocacy on behalf of another individual ... Advocacy may [also] be on behalf of a 'group or class of individuals' [such as Veterans], in which case it is [referred to as] systems advocacy."
 - 2) Advocacy is Not "lobbying," which is broadly defined under 2 United States Code (U.S.C.) 1602, 19 DEC 1995, as activities taken to influence legislation "on behalf of a client" where "financial or other compensation for services" is anticipated to be paid by the client to the lobbyist for his or her services. The key distinction is that lobbyists are paid and advocates are typically unpaid volunteers.
11. Certification and Acknowledgment. All elected or appointed Officers of the Order must have been installed in their respective positions by competent authority as permitted by the MOWW Constitution, By-Laws and/or Policy Manual, or by region, department, or chapter bylaws, using the latest updated "Installation of Officers" guidelines or have a signed MOWW Form 2 (MOWW Oath) on file at their respective headquarters.

APPENDIX B | GRANTING & REVOKING CHAPTER CHARTERS

A. General.

1. Region.
 - a. Granting a Charter. A region charter may be granted by the General Staff to a region having a minimum of five (5) chapters in its proposed area, and after it has organized and elected a commander and staff, provided such organization has the approval of all departments and chapters in the area comprising the region.
 - b. Surrendering a Charter. An existing region may make application to surrender its charter and cease to exist with the consent of the General Staff, provided such action is recommended by each level of the chain of command, and approved by the EXCOM. If the application is accepted and approved by EXCOM, then the region will comply with the procedures outlined in this Appendix.
2. Department.
 - a. Granting a Charter. A department charter may be granted by the General Staff whenever two or more chapters in a State or portion of a State (for the large States) have organized a Department and elected a commander and staff, provided such action has the written approval of the region commander and most the chapters in the existing region.
 - b. Dividing a Department. An existing department may be divided into two (2) or more departments (for large states) upon the consent of the General Staff, provided such action has the written approval of both, the simple majority of the chapters in the existing department, and the region commander.
 - c. Surrendering a Charter. A chartered department may make application to the General Staff to surrender its charter and cease to exist, provided such action has the written approval, a simple majority, of both the chapters in the department, the region commander and the applicable VCINC.
3. Chapter.
 - a. Granting of Charter. A chapter's charter may be granted to a cadre by the EXCOM upon application of not less than fifteen living persons eligible to become active members of the Order. Equally important, the petitioning cadre must demonstrate its viability as a fully functioning and sustainable. chapter. This includes, but is not limited to, having an active Employer Identification Number (EIN) granted by the Internal Revenue Service and annually and successfully filing with the same, having elected and appointed officers, holding regular staff and chapter meetings, having functioning outreach programs, etc., scalable over time to the chapter's capabilities and resources. All chapter charters are issued by HQ MOWW, signed by the Commander in Chief, and countersigned by the Chief of Staff.

- b. Change of Name. A chapter may change the name of their chapter by notifying HQ MOWW in writing that at least a simple majority of their chapters' living members have approved thereof by written ballot. The chapter may request from the HQ MOWW that a new charter certificate be issued showing the new name.
- c. Revocation of Charter. A chapter's charter may be revoked for cause by the General Staff after due opportunity has been given the chapter to present its case and the reasons for revocation has been reviewed, with comments by the chain-of-command at each level of command and addressing the criteria described in Section 1. C. 1) above concluding with their respective recommendation. The closed chapter's charter will be returned to HQ MOWW.
 - 1) Members of a chapter whose charter is revoked will be given an opportunity to affiliate with any chapter of their choice—to include the BG Roger C. Bultman Chapter (At-Large). Chapter assets, e.g., property, financial, etc., are locally owned and so are solely controlled and used by chapter members. No other command or other entity at any other level of the Order may dictate or control in any way local chapter funds. Only chapter members may decide the disposition of chapter assets.
 - 2) Deceased Perpetual and Memorial members of a chapter whose charter was revoked will be transferred automatically to another chapter in the same region as recommended by the affected region commander.

B. Closing Chapters & Surrendering Charters

1. The intent of the Order is that each generation of Companions preserve and protect their chapters, and help their chapter thrive, so they can be a source of companionship and a platform for community service. If a chapter declines in activity, the Order's expectation is that chapter members will do their utmost to reverse that decline as assisted by the MOWW chain of command, through their best individual and united efforts. The region chain of command should use Appendix N, "Chapter Assessments," to annually assess each chapter in the region—whether they are chapters in crisis or otherwise.
2. If, after a concerted effort to execute a get-well plan with the strongest support of the applicable region and department commanders, the chapter determines it can no longer remain chartered, the following applies:
 - a. The chapter commander conducts a vote of chapter members to determine whether to keep the chapter open or to recommend closing the chapter.
 - b. If the 2/3 "Yea" chapter vote is to keep the chapter open, then the chapter and the region will develop a time-definite and result-specific action plan to restore the chapter to scalable full health, while keeping the applicable VCINC apprised of status, progress and areas in which assistance is required.
 - c. If the 2/3 "Yea" chapter vote of those voting is to recommend closing the chapter, then the chapter commander must forward those vote results, a request for chapter closure, the

- rationale supporting said request, and a description of actions taken to prevent closure, to the applicable department commander for his/her review. These are required elements.
- d. In turn, the department commander forwards the chapter commander's recommendation, etc., and his/her recommendation and rationale for their department commander recommendation to their respective region commander for his/her review.
 - e. In turn, the region commander forwards the chapter and department commanders' recommendations, etc., and his/her recommendation and rationale for their region commander recommendation to their respective VCINC for his/her review.
 - f. In turn, the applicable Vice Commander forwards the region, department, and chapter commanders' recommendations, etc., and his/her VCINC recommendation and rationale for their recommendation to the CINC and the Chief of Staff.
 - g. Upon receipt of the VCINC communication outlined immediately above, the Chief of Staff consults with the CINC and barring other decisions, tees up the chapter closure request for EXCOM deliberation, vote, and decision.
3. Once the EXCOM makes its decision to close the chapter and withdraw its MOWW Charter:
- a. The Chief of Staff will notify the applicable region chain of command of the EXCOM's decision and will write each chapter Companion about reaffiliating to a different chapter IAW standard operating procedures.
 - b. The Treasurer General will inform the Internal Revenue Service in writing that the chapter is deactivated and no longer has an active Employer Identification Number (EIN) by annotating the annual MOWW, Inc., Sub-Element list accordingly and providing that annotated list to the IRS.
 - c. The Region Commander shall ensure that the Chapter Flag and Charter (if available) are returned to MOWW Headquarters for archival storage. Additionally, the Region Commander will report the final disposition of any remaining Chapter Funds through the chain of command, ensuring that the documented actions are submitted to MOWW Headquarters.

APPENDIX C | CHAPTER BYLAWS TEMPLATE

NOTE: THIS TEMPLATE MAY BE ADJUSTED AS DESIRED UPON A 2/3 MAJORITY AFFIRMATIVE VOTE OF CHAPTER MEMBERS. THE CHAPTER BYLAWS MAY NOT SUPERSEDE ANY GUIDANCE OR REQUIREMENTS IN THE MOWW CONSTITUTION OR THE MOWW BYLAWS.

ARTICLE I. Name. The name of the organization shall be "The _____ Chapter of the Military Order of the World Wars."

NOTE 1: Constitutions are only permitted at the national level. Bylaws are permitted at region and chapter levels. Region Bylaws apply to departments.

NOTE 2: Region, department and/or chapter bylaws may not conflict with the MOWW Constitution, MOWW Bylaws, MOWW Strategic Plan, and/or the MOWW Policy Manual.

NOTE 3: Each chapter must develop and adopt a set of bylaws that provides a basis for successfully conducting the chapter's day-to-day business. Bylaws should be basic yet functional and respond to the needs of the individual Chapter. Brevity and simplicity provide the most usable bylaws.

ARTICLE II. Purpose. (ALL MOWW sub-elements, i.e. regions and chapters are required to add this Purpose statement to their Bylaws.) This chapter is organized and shall be operated exclusively for purposes described in Section 501(c)(19) of the Internal Revenue Code and in furtherance of the mission of the Military Order of the World Wars, Inc., to which it is subordinate and subject to the general supervision.

ARTICLE III. Goals and Objectives.

- A. The goals and objectives of the region and/or chapter are those exemplified in the Preamble to the National Constitution of the Military Order of the World Wars.
- B. The goals and objectives will also directly support MOWW's Strategic Goals.

ARTICLE IV. Membership.

- A. Membership eligibility and resignation criteria is outlined in the MOWW Constitution.
- B. The duties and responsibilities associated with membership are outlined in the MOWW Constitution.

ARTICLE V. Organization and Officers.

- A. The General Staff of the National Order is the Order's governing body. The Executive Committee of the General Staff (EXCOM) is responsible for the day-to-day governance between annual meetings of the General Staff IAW the MOWW Constitution and Bylaws. Regions will have a commander, vice commander and adjutant, at a minimum.

- B. Chapter Officers will consist of the following (minimum):
 - 1. Elected Commander (elected).
 - 2. Senior Vice Commander (elected).
 - 3. Junior Vice Commander (elected).
 - 4. Adjutant (elected).
 - 5. Treasurer (elected)
 - 6. Appointed Archivist-Historian (appointed).
 - 7. Chaplain (appointed).
- C. Other chapter officers may be appointed, e.g., Judge Advocate, Surgeon General. Outreach Program Coordinators.
- D. Chapter Officer election procedures:
 - 1. The Nominating Committee consisting of 5 members shall be formed in February. The Commander shall appoint the Chair; the chapter staff shall select two members; the membership shall nominate and elect two members, but no current elective officer shall be a member of the Committee. Companions nominated for and elected to office, or appointed to chapter office, must be members of the chapter in which they would hold elected or appointed office.
 - 2. The Chapter Nominating Committee will report the slate of Officers during the March Chapter meeting.
 - a. After mailing the names of the nominees to the Chapter membership at least 10 days before the election, the Commander shall conduct an election at the April Chapter meeting after soliciting nominations during the Chapter meeting, from the floor.
 - b. Any office with 2 or more nominees shall be determined by a secret ballot and a plurality of one vote shall elect, with a tie vote decided by the ballot cast by the Commander.
 - c. Appointive officers shall be appointed by the commander-elect after the election and prior to their installation.
 - d. Chapter officers shall be installed to fulfill their offices, without compensation, for a period of one year, from 1 July to 30 June, coinciding with the fiscal year, or until their successors are elected or appointed, and installed.

ARTICLE VI. Duties of Officers.

- A. The duties of Chapter Officers shall be comparable to the duties of National Officers as defined in the National Constitution & Bylaws, adjusted to the chapter level.
- B. Should the Commander or Vice Commander position be vacated due to death, disability, resignation or removal from office, a Vice Commander will fill the vacated position as decided by the chapter Staff.

ARTICLE VII. Chapter Staff.

- A. The following constitutes the Chapter Staff:
 - 1. Elected chapter officers.
 - 2. Appointed chapter officers.
 - 3. Past commanders of the chapter.
 - 4. Members of the chapter who are also national, region or department officers.
- B. The Commander serves as the chair, and the adjutant serves as the secretary. Each member of the chapter staff has a vote, and the staff will meet monthly in advance of the monthly chapter meeting, or at the call of the commander. Five members constitute a quorum.
- C. Duties of the Chapter Staff:
 - 1. Function as the Executive Committee for the chapter.
 - 2. Approve/reject applications for membership in the chapter and act on transfers and resignations.
 - 3. Consider and recommend courses of action requiring action by the chapter.
 - 4. Recommend nominees to the Canvassing Committee.
 - 5. Maintain a viable dues structure for the chapter and approve dropping members for non-payment of dues.
 - 6. Remove officers who fail to perform their duties.

ARTICLE VIII. Meetings.

- A. Chapter staff meetings and general membership chapter meetings will be held monthly, each at the time and place designated by the chapter staff and published in the chapter newsletter.
- B. Special chapter meetings shall be held at the call of the commander or on written request of 5 members of the staff with notice given to all chapter members at least 5 days prior to the meeting, a quorum consisting of 10 members including the commander or a vice commander.

- C. The order of business at all Chapter meetings shall follow the Order of Business as established in the MOWW Bylaws. The United States flag and flag of the Order will be displayed at every chapter meeting.

ARTICLE IX. Local Dues & Assessments.

- A. Chapter bylaws may assess local annual dues payable by their own members provided said assessment is included in the chapter bylaws. Local dues are payable on the anniversary of the Companion's annual anniversary of joining.
- B. Perpetual and Senior members will not be assessed local dues IAW the MOWW Bylaws.

ARTICLE X. Committees and Duties.

- A. Chapters must consider their overall membership, and the degree of involvement from those members, when supporting MOWW's outreach programs, etc. The principle at work here is chapter activity should be scalable to the goals and objectives, and the involved membership.
- B. The following list represents the committees that may be used to do the work of the Order, each scalable to chapter capabilities and member involvement:

- 1. Outreach Programs

- a. National/Homeland Security.
- b. Youth Leadership Conferences, Youth Leadership Seminars, Massing of Colors.
- c. ROTC/JROTC (i.e., Senior ROTC and Junior ROTC).
- d. Scouting (i.e., BSA and GSUSA).
- e. Veterans Affairs.
- f. Public Safety / Law & Order

- 2. Internal Programs

- a. Membership (i.e., recruiting, retention, mentoring and involvement).
- b. Budget (includes filing Federal income tax forms and certifying with the MOWW Treasurer General via the online MOWW Form 9).
- c. MOWW Optional Form 21, "Chapter Annual Financial Review (CAFR)"
- d. Information & Publicity.
- e. Planning.

- f. Nominating
- 3. Fellowship & Chapter Activities.
- 4. National Awards & Recognition.
- 5. Others as required.

ARTICLE XI. Parliamentary Authority.

- A. Robert's Rules of Order Newly Revised (RONR), shall govern the parliamentary procedure at all meetings.
- B. The Order of Business and precedence will be IAW the MOWW Constitution.

ARTICLE XII. Adoption and Amendment.

- A. These bylaws shall become effective immediately upon their adoption by a majority vote of the chapter members in good standing (i.e., dues fully paid) based on the MOWW Member Roster on the MOWW website (www.moww.org).
- B. Chapter bylaws may be amended by two-thirds vote (provided a quorum is present), at any regular chapter meeting, if the proposed amendments were submitted in writing at the previous regular chapter meeting and were discussed at the following chapter staff meeting.
- C. Amending a proposed amendment to the bylaws may be accomplished by a majority vote provided all members are provided at least 60 days' notice of said vote.

ARTICLE XIII. Saving Clause. It is hereby intended that, if for any reason whatsoever a portion of these Bylaws is not adopted or ratified, or is subsequently declared invalid, that the remaining portion of these Bylaws shall not fail because of the partial failure, but shall continue in full force and effect unabated, as if no invalidity has occurred.

ARTICLE XIV. Dissolution of the Chapter. See Chapter 6 of this Policy Manual.

APPENDIX D | INSTALLATION & INDUCTION CEREMONIES

A. General.

1. Installation of Officers. The most key features of the installation of officers at any level of the Order from chapter through the national officers are the charge by the installing officer and the pledge by the officers installed.
2. For this reason, the installing officer will carefully consider the occasion and elaborate or shorten the charge suggested herein, being mindful of the great desirability of leaving no doubt in the minds of those being installed of the very real effort anticipated of them in meeting the high standards of the Order and carrying out its aims and purposes. The pledge will be the same for every installation ceremony.
 - a. When, due to unavoidable reasons, a prospective officer at any level of the Order cannot participate in the installation ceremony, the incoming commander will install the absentee at the earliest practicable date or have him/her render the "MOWW Oath" (MOWW Form 2).
 - b. Selected National Officers may be installed at the annual MOWW Convention during the CINC Banquet, although any National Officers not otherwise installed may also be installed during the annual CINC Banquet. (See the MOWW Constitution, Article V, Section 1 (Officers) for a complete list of National Officers.) Companions and guests are attired in mess dress uniform or civilian equivalent, both with miniature medals. The MOWW neck ribbon is worn by those entitled.
 - c. The wear of mess dress uniforms or civilian equivalents are urged for region, department and chapter installations that are held coincident with a dinner. If there is a speaker other than the installing officer, then that presentation should be made prior to the installation. The installation ceremony should be conducted in a sober and decorous manner and not marred by trivial banalities.
 - d. Since the charge to the incoming officers sets forth the aims and purposes of the Order, the installation ceremony should be used as an occasion to invite non-members in the community who are qualified to be members of the Order.

B. Installation Ceremonies.

1. The Ritual.
 - a. At installation ceremonies, the US flag and the Order's flag will be advanced and posted at the opening of the meeting.
 - b. The outgoing commander, or in the case of a new chapter, the region commander, will provide the installing officer with the incoming commander's neck ribbon and gavel, and

the list of the names and officers of those about to be installed. These will be placed on the podium. For a new chapter, the charter also will be made available.

- c. The outgoing Commander, or in the case of a new chapter, the region commander, should introduce the installing officer and provide appropriate remarks. The region commander will then turn over the rostrum to the installing officer.
- d. The adjutant will arrange to provide the outgoing commander with a past commander's pin and memento, e.g., a plaque.

2. The Ceremony.

- a. The installing officer presiding over the installation of a new commander (elect) and the relinquishment of command from the previous commander normally makes appropriate preliminary remarks, which may be inspirational or informational. The installing officer then says:

"Companions, family and friends, we have assembled to install into office those who have been elected to serve you for the coming year. Before proceeding, let us seek divine guidance. All Companions and guests, please rise."

- b. The Chaplain will then pray. A suggested prayer follows:

"O Lord God of hosts and commander of us all, bless, we beseech Thee, our labors on behalf of our country. Grant the spirit of wisdom to those who are about to be invested with official authority and leadership in our Order, so they will well perform their duties and obligations. Provide them with the will to serve, the knowledge to direct and the understanding to lead. Amen."

- c. The Installing Officer will now say:

"You may be seated. The Adjutant will call the roll of those to be installed."

- d. The Commander-Elect will take his position between the colors. The staff officers will form a line facing the installing officer. The installing officer will give the following staff officer charge:

"Companions, an elective or appointive office in our Order should never be accepted merely as an honor, a title, or a reward. It should be regarded as an opportunity for service to the Military Order.

By your selection, the Companions of this (chapter, department, region, Order) have considered you to be the best qualified to serve in the office to which you have been elected or appointed.

You are the staff of the Commander. By teamwork, much can be accomplished during the coming year. Each of you must do your share. Are you willing to accent this trust?"

All Answer: "I am."

- e. The Installing Officer states:

"I ask that you raise your right hand, and repeat after me:

"I, (state your name), in the presence of God, the Flag of our Country and of our Order, and of the Companions assembled, sincerely promise to faithfully perform the duties of the office to which I have been elected and pledge to abide by the Order's Code of Ethics."

"You may lower your hand."

- f. The installing officer addresses the commander-elect:

"A great confidence has been placed in you. The Companions look to you for leadership during your tenure in office. "Are you willing to accept this trust?"

Answer: "I am."

- g. The installing officer continues:

"While it is a distinction to be chosen as Commander, it is also a challenge to you to work in the interest of the Military Order. I now ask that you take in your hands the lower corner of the two flags and repeat after me this pledge: I, (state, your name) in the presence of God, the Flag of my Country and of our Order, and of the companions assembled, do hereby pledge myself to uphold the National Constitution and Bylaws of the Military Order of the World Wars, abide by the Order's Code of Ethics, and to faithfully perform the duties as Commander to the best of my ability. You may now release the flags."

- h. The installing officer continues:

"We commit to your charge and keeping the Flag of our Country and the Flag of our Order, and I further remind you that an essential part of your duty is to attend the next region conference and MOWW Conventions."

- i. The Installing Officer places the neck ribbon on the newly installed commander and says:

"I now invest you with the insignia of your office. Wear it proudly. Here also is the Commander's gavel. Use it with dignity and impartiality. On behalf of all Companions of the Order I offer best wishes for success."

- j. The Installing Officer shakes hands with the new Commander, turns to the assembly and says:

"I now announce that the officers you have selected to guide you for the coming year have been installed. Ladies and Gentlemen: I present to you the new Commander and his staff."

- k. The Installing Officer leads applause, and then says:

"The newly installed Staff will return to their seats."

- l. The Installing Officer calls Past Commander to the podium and speaks.

"You, (grade and name), have completed your term as Commander. Your leadership and guidance have helped the Military Order in many ways. We are grateful to you for your outstanding service. Please give the new Commander your full support and continue to serve our Order."

- m. The Installing Officer presents appropriate award(s), e.g., Past Commander Pin, plaques, etc., to the past commander and shakes the past commander's hand. The past commander retires, followed by the installing officer. The newly installed commander takes the podium and makes appropriate remarks, then conducts any essential business. The attendees are asked to stand. The colors are ordered retired. The chaplain gives the benediction, and the meeting is adjourned.

c. Induction Ceremonies.

1. The induction of new members is always a pleasant but also a meaningful occasion. If possible, the sponsor (i.e., the Companion who recruited the inductee) and the inductee's spouse (if any) may stand with the inductee. If the sponsor is not present, then a proxy sponsor may be used, preferably one selected by the inductee. The inducting officer may be any chapter officer, but it is most appropriate for the chapter commander, a past chapter commander or a past or present Commander of a higher echelon of the Order. The inductee should be informed in advance of this selection.
2. Regular Member (RM) and/or Hereditary Regular Member (HRM) Induction. The adjutant will read the prospective Companion(s) name(s) and rank(s), if appropriate, and, together with their spouse, guests and sponsor will assemble before the inducting officer.

- a. The inducting officer says:

"You are taking a crucial step in your service to our Country by joining the Military Order of the World Wars as Companion. I now ask you to raise your right hand and repeat after me:

I, (state your name), do solemnly swear (or affirm) that I will selflessly serve as a Companion of the Order with a sincere spirit of volunteerism, that I will promote the principles, goals, and policies of the Order according to its Constitution and Bylaws; support the precepts of the Preamble to the Constitution of our Order; and abide by the MOWW Code of Ethics to the best of my ability, so help me God."

"You may now lower your hand. I now ask your sponsor to present to you the insignia of the Order."

- b. The sponsor presents the insignia, and the Inducting officer says:

"I congratulate you and welcome you to our ranks. Get to know the Companions of the Chapter and take part in chapter activities."

The commander introduces the new Companion to the chapter members.

2. Veteran Perpetual and/or Hereditary Perpetual Member Induction, i.e., a Regular Member becoming a Perpetual Member and/or a person initially joining as Veteran Perpetual or Hereditary Perpetual member. The prospective Companion(s) will have their name/s and rank(s), as appropriate, read by the Adjutant and, together with their spouse/guests and sponsor(s), will assemble before the Inducting Officer.

- a. The Inducting Officer says:

"You are taking a crucial step in your service to our Country by joining the Military Order of the World Wars as a Perpetual Member. You are ensuring that as long as this Order survives, your name will continue to be on our rolls as one who loved the United States of America, and who took time to serve it. The Military Order will never forget you.

I now ask you to raise your right hand and repeat after me:

"I, (state your name), do solemnly swear (or affirm) that I will selflessly serve as a Companion of the Order with a sincere spirit of volunteerism, that I will promote the principles, goals, and policies of the Order according to its Constitution and Bylaws; support the precepts of the Preamble to the Constitution of our Order; and abide by the MOWW Code of Ethics to the best of my ability, so help me God"

"You may now lower your hand. I now ask your sponsor to present to you the insignia of the Order."

- b. The sponsor presents the insignia, and the Inducting officer says: "I congratulate you on becoming a Perpetual Member. I congratulate you on your decision and we wish you the best for the future."

APPENDIX E | MOWW CANDIDATE NOMINATING PROCESS

- A. General. This appendix outlines the process, and procedures associated with qualifying and nominating key National Officers of the Order, i.e., the Commander in Chief (CINC), the Senior Vice Commander in Chief (SVCINC), the four Vice Commanders in Chief (VCINCs), the Treasurer General (TG), the Judge Advocate General (JAG), the Surgeon General (SG), the Chaplain General (CG), and Historian General (HG).
- B. Candidates for National Office. Candidates for national office shall make their intentions known during the OY prior to the MOWW National Convention by notifying the Chief of Staff and the Chair, Nominating Committee of the office they are seeking.
1. A declared candidate shall then write and submit NLT 1 June, a one-page document that will be published on the MOWW website and in the MOWW Convention Almanac, and any other appropriate venue to ensure the widest distribution to Companions. The document shall include four elements:
 - a. Picture
 - b. Biography
 - c. Activities and offices held in the MOWW
 - d. Platform
 2. All candidates who have no competition for the elected position they are seeking by 1 June shall be automatically considered to be in the slate approved by the Nominating Committee and announced at the convention during the Nominating Committee report.
 3. All candidates competing for the same elected office or offices will be discussed at the convention in a closed, in-person Nominating Committee meeting, and voted upon using numbered ballots. These competing candidates shall have four minutes to present themselves to the committee.
- C. Nominations From the Floor. During the Nominating Committee's report at the convention business meeting, a request for nominations from the floor shall be made by the Chair, Nominating Committee three times. If a Companion wishes to place their name on the ballot, then there shall be a primary nominator and a second.
1. Nominating Process Rules. Members wishing to nominate, second or take the floor for other reasons shall stand, go to the nearest microphone, and request recognition from the Chair. Upon recognition, the member shall identify him or herself by name and chapter.
 2. Allowable Time for Nominating Speech Rules. Each principal nominating speech shall be limited to three minutes. One seconding speech shall be limited to one minute.
 3. Candidate Presentation. The candidate nominee shall have four minutes to detail their qualifications for the office as well as their platform.

4. All candidates for all positions shall make themselves available for questions by Companions during the Nominating Committee's report at convention.
- D. Committee Members. The Nominating Committee shall consist of a Chair, who is the 2nd Past CINC (PCINC), a Vice Chair, who is the Immediate PCINC (IPCINC), all other PCINCs, all incumbent region commanders, department commanders who represent their region or any one chapter in their department that have no delegates present at the annual MOWW Convention, and the chapter commander or a chapter member designee.
1. The voting members of the Nominating Committee shall be admitted to the Nominating Committee room after verification of eligibility from the Nominating Committee Chair. Each member of the Committee is entitled to vote, except the Chair and the Vice Chair. Being direct representatives of the Commander in Chief, neither the Chair nor the Vice Chair shall have a vote in the committee, nor shall they act in the committee meeting in a manner supporting or opposing the candidacy of any Companion.
 2. Incumbent Department commanders MUST use MOWW Form 23, "Nominating Committee Alternate Member Appointment," to represent a chapter in their department that is unable to attend AND has no alternate named. The Department commander shall represent only one chapter in their command.
 3. If a region or chapter commander cannot attend the MOWW Convention, said region and chapter commander must use MOWW Form 23, "Nominating Committee Alternate Member Appointment," to appoint an Alternate Member to the MOWW Nominating Committee.
 4. In the event of the inability of the chapter commander or commander-appointed alternate member to attend the MOWW Convention, then accredited convention delegates of that region, or chapter commander in attendance at the convention may select a replacement alternate member by a majority vote. Form 23 shall be signed by the individual in the chain of command immediately superior to the entity requiring a member appointment to the Nominating Committee.
- E. Committee Rules. Upon verification, the Nominating Committee member shall be issued a numbered ballot packet at the Nominating Committee Registration Desk. Credentials verification personnel (e.g., the Committee Sergeant at Arms) shall be located near the entrance to the Nominating Committee room and shall only admit qualified members to said room. The delegate's convention badge and the numbered ballot packet are the credentials for entry. The Nominating Committee Chair shall resolve any conflicts regarding the "proper credentials."
- F. Committee Briefing.
1. The Chair, Nominating Committee, shall make an administration announcement at the annual MOWW Convention, giving the time and location of the Nominating Committee meeting site at least a day before the meeting date at the Convention. This information shall also be published in the annual MOWW Convention agenda.
 2. The members of the Administrative Subcommittee (Chair, Vice Chair, Parliamentarian, Teller, Teller Team, Sergeant at Arms, Official Runners, and AV Technician) shall report to the

Nominating Committee site at a time to be determined to allow for a short briefing prior to the start of the meeting.

- G. Teller Rules. The Nominating Committee Chair shall appoint a Chief Teller. The Chief Teller shall provide members for the Teller Team subject to the approval of the Nominating Committee Chair.
 - 1. Tellers shall not be members of the Nominating Committee.
 - 2. Tellers shall not be candidates or relatives of any candidate for any office. Tellers must be Companions in good standing of the Order.
 - 3. The Teller Committee shall submit written reports of each ballot to the Nominating Committee Chair. The Chief Teller shall certify each report by a signature on the written report. The Nominating Committee Chair shall direct the display of the results to the members of the committee on the visual display.
- H. Room Access Rules. Nominating Committee members, members of the Teller Team, Official Runners and Sergeant at Arms shall have access to the Committee Room. The appointed Sergeant at Arms shall control access and egress to the Nominating Committee Room. If a member leaves the room during the session, they shall leave their Ballot Packet with the Sergeant at Arms. Upon re-entry, the member shall report to the Sergeant at Arms, reclaim their Ballot Packet, and re-enter the Committee Room.
- I. Parliamentary Rules. Robert's Rules of Order (current revised edition) shall govern parliamentary procedures at the Nominating Committee Meeting, except as herein stated to the contrary. The Nominating Committee Chair shall appoint a Parliamentarian who shall ensure that procedures are followed, and rule interpretations are made, as necessary.
- J. Nomination Rules. Nominations for the various offices shall be acted on in the following order: The Commander in Chief; Senior Vice Commander in Chief; Vice Commanders in Chief; Treasurer General, Judge Advocate General, Surgeon General, Chaplain General and Historian General.
- K. Nominees, Ballots & Voting.
 - 1. Multiple Nominee Rules. In cases where multiple nominees are named, the committee's nominee for the position of CINC must receive a majority of votes cast. For all other elected positions, those receiving the highest number of votes by a simple plurality shall be the Nominating Committee's nominees. Runoff balloting for the CINC position, if necessary, shall be done by the top two candidates, until one CINC candidate receives a majority vote. In those other elected positions, runoffs shall be required only when there is a tie for the last position to be filled, and then the runoff balloting shall be only between such candidates so tied in the last position.
 - 2. Ballot Rules. Each ballot cast must have no more votes than the total number of such offices to be filled. Each nominee is entitled to only one vote by each committee member for the office under discussion. Ballots not so executed shall be declared void and not counted by the Tellers. The spelling of the names must be close but does not have to be exact. Voted ballots should not

be folded but passed to the Collecting Tellers (Ushers) unfolded and face down. The Nominating Committee Chair shall resolve any questions or conflicts regarding Ballot Rules.

3. Balloting Results Rule. The Nominating Committee Chair shall retain all the written reports of balloting results until the Nominating Committee's Report is accepted by the Convention.
4. Exception to Proceed During Ballot Count Rule. If the outcome of the ballots being counted for an office would not affect the nominations for a subsequent office, the Nominating Committee Chair may proceed to the subsequent office while awaiting the count of the previous ballot.
5. Runoff Rule. As nominations to the offices for Vice Commander in Chief proceed and it happens that more than two nominees are from the same region, the Nominating Committee Chair shall stop all further nominations and call for a "Runoff" election among those Companions from the same region. Only the two candidates with the highest number of votes shall remain on the ballot for Vice Commander in Chief. The Nominating Committee Chair will then continue the nominations.

Appendix F | Patriotic Education Program (PEP) Award

- A. General. The Patriotic Education Program Award is annually presented by the Order at its MOWW Convention to the chapters conducting the best Patriotic Education Program (PEP) for the preceding year.
1. Depending on the number of award applications, there can be up to two categories to our PE Outreach--Patriotic Education for Youth and Patriotic Education/patriotic effort defined in this Manual. The first category is exclusively for youth and the other category is for efforts for the public which can include youth.
 2. The award program recognizes chapters for achievement in Patriotic Education for Youth and for the General Public. Accounting for capability relative to chapter size (small, medium, and large), the two types of achievement awards are at each chapter size.
- B. Purpose. The purpose of the PEP Award competition is to encourage chapters to develop and conduct programs to achieve or help achieve the following MOWW Preamble tenets: “to inculcate and stimulate love of our country and flag; to promote and further patriotic education to our nation; to defend the honor, integrity, and supremacy of our national government and the Constitution of the United States; to encourage and assist” in recognizing and memorializing the courage and price of freedom; “to transmit all these ideals to posterity; under God and for our country.”
1. The audience for achieving those tenets is our youth, who are the leaders of tomorrow, and the public, whether civilian or military and can include youth.
 2. The competition also recognizes the award program for other MOWW Outreach Programs (e.g., JROTC, Scouting, and PS/L&O) and awards no additional points for overlapping achievement. Examples of addressing overlap include there being no award point advantage for sending a JROTC student to a YLC and presentation of ROTC Award of Merit medals and certificates does not earn points for PEP Awards.
- C. Qualification. To qualify for consideration, a chapter must complete MOWW Fm 10a, “Patriotic Education Program Award Application,” available at moww.org.
- D. Submission & Evaluation. Completed reports must be received by the Chair, Patriotic Education Committee (PEC), by 1 June, annually, at the Chair’s address as listed in the MOWW National Directory hosted on the MOWW website at: www.moww.org. The PEP Award Sub-Committee of the PEC will evaluate all submissions; their decisions are final.

APPENDIX G | YLC & YLS EVENTS

- A. General. This appendix provides the basic information necessary to begin and maintain a Youth Leadership Conference (YLC) or a Youth Leadership Seminar (YLS). The conduct of a YLC or YLS, as an element of the MOWW's Youth Leadership Program, is delegated to the unit (chapter, department, region, or other entity) directly hosting the event.
1. Each YLC and YLS must meet MOWW educational and program requirement standards to gain full MOWW approval. The educational standards are that the event is designed solely to benefit youth in educational, civic, social and ethical development and adhere to the definition of its MOWW event type per subparagraphs of Paragraph B. The program standards include adherence to youth protection policy (Appendix I), personnel screening (including criminal background checks), training, and supervision and non-discrimination policy specified in this Appendix (Appendix G), and having adequate support deemed needed for the event to be sustainable and documented by the event's primary form – MOWW Form 11 or MOWW Form 11e. MOWW seeks to also have external credentialing on par with or better than the now discontinued service of the National Association of Secondary School Principals (NASSP) Conferences, Contests and Activities for Students List and will continue the educational and program requirement standards at the level it had had when seeking NASSP approval for listing up through 2023.
 2. While the director must conform to MOWW policies, guidance, practices, and procedures set forth in this manual, the host chapter or the event's executive board has autonomy for specific content as long as it adheres to the required curriculum mix for a YLC or focus for a YLS.
 3. The Order provides policies and general guidance as to the operation of a YLC and a YLS. The ultimate responsibility for each YLC or YLS rests with the event (i.e., YLC or YLS) director. MOWW's subject matter experts (SME) for YLCs and YLSs are the PEC Chair and Vice Chair, the MOWW JAG and the Chief of Staff. Their contact information is available through the MOWW National Directory on the MOWW website.
- B. YLC and YLS Defined: Purpose, Curriculum Objective and Duration.
1. The YLC is a multi-day event equally open to high school or equivalent students whether or not they are JROTC cadets. A YLC focuses 50% of its class time on leadership, 30% on American heritage (e.g., the US government, US history and the US Constitution), and 20% on the free enterprise system and the US economy. This 50/30/20 mix is the YLC's core curriculum mix and each YLC must make a concerted effort to meet this mix, i.e., within three percent for each of the three focus areas, to become or remain a YLC. The event being two or more days enables attendees to address subjects in more depth and with more direct activity than a one-day event. The event goal is to enable students to:
 - a. Identify the basic elements of leadership and develop and/or improve leadership skills needed by leaders functioning in and perpetuating a free society.
 - b. Gain an appreciation or a basic understanding of key parts of the United States of America journey of becoming, being, and remaining a democratic republic and embrace being a current component of the American journey.

- c. Gain an appreciation or stronger appreciation for the perseverance, sacrifice and courage of the people who have helped shape the American journey.
 - d. Identify the basic concepts of the free enterprise system and the foundations upon which this nation's economy was built.
 2. The YLS is usually a one-day event, can focus on one or more of the YLC core curriculum categories and can be theme focused (e.g., PS/L&O, National Security). Due to shorter duration, whether theme focused or not, a YLS is exempt from having to meet the curriculum mix goal for a YLC.
- C. Commitment – Chapter and Personal
 1. Before a chapter commits to developing a YLC or a YLS, the potential director and one other member should attend a least one other well-established YLC or YLS for the duration of that event to gain insights into the form and function of a YLC.
 2. Whether or not a PE event is one day or more, planning should begin several months prior to the event. The tempo of involvement increases with each passing week and month, and the last six weeks can be quite busy.
 3. The director and the director's staff group should consider having at least two persons fully committed to the initial phases of planning, organizing, budgeting, and maintaining the YLC or YLS, and conduct as much of the planning together as possible. Keeping a detailed diary of planning activities, e.g., phone numbers, contacts, companies, and decisions for future reference, is also a good practice.
 4. Finding committed adult support including chaperones can be challenging. The event director, particularly in the case of a YLC with overnight stays, should have a minimum of two male and 2 female adult chaperones and two each-gender Senior Counselors, who may be returning high school seniors).
 - a. The Director/Director Group must ensure each volunteer serving as a director, deputy director, counselor, or mentor knows he or she is expected to participate for the entire event with its long days and tours. For YLCs with overnight those serving as chaperones and at least one member of the Director Group must sleep in (preferred), or near, the students' sleeping rooms or area.
 - b. Each volunteer serving as a chaperone or senior counselor will also need a criminal background check.
- D. Youth Protection (Background Investigations, Youth Protection Training & Records). Please see MOWW's Youth Protection policy that applies to all MOWW sanctioned YLC and YLS events in Appendix H, "Patriotic Education Volunteers & Youth Protection," of this manual.
- E. Finances: Funding, Sources, Cost, Contract, and Insurance

1. Funding: The applicable MOWW chapter/region YLC/YLS Committee has the responsibility for determining the funding for event(s) and the organization type 501(c) (3) not-for-profit organization/ foundation external to a chapter or region or as a chapter with its 501(c) (19) not-for-profit organizational status. Due to long held public perceptions, being a 501(c)(3) would help a YLC's fundraising efforts to be a 501 (c)(3). A YLC's funding organization can start as a (c) (19) effort and later convert to a (c)3. For either designation, the organization needs to keep its tax status current with the Internal Revenue Service and Employment Identification Number (EIN) valid for operation. Sources for Funding:
 - a. Tuition for students can often be obtained from charitable community organizations, such as Kiwanis, Exchange, Lions, Elks clubs, etc. They have patriotic Americanism and organization youth programs that support MOWW's patriotic education mission. Also, veteran service organizations, such as Veterans of Foreign Wars (VFW), Disabled American Veterans (DAV), American Legion, Air Force Association etc. may assist. However, the YLC Director must control the selection criteria.
 - b. In-kind donations are also a possibility. Most retailers (e.g., Walmart, Publix, Kroger, Hobby Lobby) process requests for in-kind donation via used its respective website and require requests to be submitted at least 30 days advance, but 60 days advance is better.
2. The Youth Enrichment Fund (YEF) is a separate 501(c)(3) nonprofit organization independent of MOWW, Inc., which is a separate 501(c)(19) nonprofit Veteran Service Organization (VSO). The YEF is dedicated to supporting MOWW's YLC and YLS events. It provides supplemental financial support to each YLC and each YLS based on available funds, event attendance by high school students who have not begun their senior year at the time of the event, and the number of days and overnight stays. The event director indirectly requests YEF support by submitting said support request to the to the Chair, PEC, who in-turn corresponds with the YEF, Inc.
3. The filing of Federal and State tax forms and providing donors invoice or receipt, and a thank you for tuition or donations will be the responsibility of each event Director or controlling organization.
 - a. Costs: Student attendance cost at a three-night, four-day YLC can range from \$300-\$650, depending on the event location and/or venue.
 - b. Other costs to include and consider: YLC vetting program, transportation to and from event sites and tour locations, professional speakers, and other expenses, e.g., awards, printing, postage, student and staff volunteer room and board, nightly snacks, T-shirts. YLC Directors are responsible for ensuring any professional transportation contract meets the relevant state's Department of Transportation requirements.
 - c. Contracts and Agreements: Contracts and agreements for YLC or YLS events should be signed in the official name of the affected Youth Leadership Conference. As part of the contract, the event venue requires a certificate of Insurance coverage.
4. Event Insurance.

- a. Volunteer liability insurance, annually contracted by MOWW, is available for MOWW, Inc., directors, and officers of MOWW events that have and adhere to a Youth Protection program. Such records must be maintained for three years.
 - b. To get insurance coverage for an event, the event director fills out MOWW Form 10c (online), "Request for Insurance for MOWW Event," which automatically goes to the PEC Chair and Outreach Program Manager. This must occur at least 10 days prior to the date the venue coordinator must have the certificate of insurance (COI) as proof of coverage. Most venues require having the COI at least 30 days in advance of the event. Coverage is as an insurance rider to the MOWW-contracted insurance at the 2- million-dollar aggregate level. If venue requires more coverage, the request will have to be approved by MOWW, requiring more time, before greater coverage can be provided, and additional coverage may have to be declined.
 - c. The PEC Chairman reviews the request for completeness and format and emails the insurance agent to process the request and provide the certificate of coverage to the venue point of contact and the event director.
 - d. The event director maintains the event's list of volunteers and their contact information or ensures that the list is maintained for three years, and the list contact information is updated as needed and available to insurance company if a claim is filed.
- F. Certification of a YLC and Quality Assessment of a YLS.
1. Each YLC or YLS event must be sanctioned or re-sanctioned annually by the Chair, PEC, with the PEC's YLC & YLS Certification Subcommittee Chair being the functional staff entity for reviewing initial certification and annual recertification requests. The expectations are that the director and planning staff of a YLC or YLS understand and commit to adhering to the event applicable principles and guidelines set forth in this manual and its appendices.
 2. Annual YLC certification or YLS assessment for quality is initiated by the event director submitting MOWW Form 11, "YLC Report and Certification" or MOWW Form 11e, "YLS Report and Assessment" applicable to the event-type before the event if first time to be held or after the event as a report if agenda content is to be essentially repeated for next iteration of the event.
 - a. The chapter wanting to start a YLC or YLS event needs to gain an understanding of them by talking to the PEC Chair, Vice Chair, and event directors, sponsoring students to an event, and/or participating in an event and gain the support/help of other Companions within the MOWW chapter and the region. The event owners also need to develop an event plan including prospective participant sources, venue, and agenda, two or more key planners/implementers (e.g., director, deputy director) for the event, and projected date.
 - b. The projected event agenda (or the past agenda if it is to be repeated) must be sufficiently detailed to readily enable a curriculum mix assessment. If the event is a YLC or is to be a YLC, a self-evaluation of the agenda relative to meeting the 50/30/20 curriculum mix is necessary, particularly if an any agenda item addresses more than one focus category of the mix.

- c. The Chair, PEC, forwards the MOWW Form 11e to the Chair, YLC & YLS Certification Subcommittee, for an assessment to determine whether the applications meets requirements. The subcommittee then informs the Chair, PEC, of the results of its assessment and its recommendation. The Chair, PEC, approves all initial certifications and recertifications, and notifies the petitioner accordingly.
- G. Event Location and Venue. The first physical requirement, after assessing your commitment, is to determine where you can safely support high school students and chaperoning personnel of mixed gender for your size event, i.e., provide appropriate room and board and provide undiminished youth protection.
1. The basics are gender separate, secure and easily monitored sleeping quarters, a large briefing room or auditorium and a dining facility. Some event directors have established relationships with colleges or universities to use their dorm space and other facilities during the summer. The features to consider include a section where individual student groups can plan, think, and study, e.g., a cafeteria or dining room can be used as a group work area if it does not conflict with the kitchen staff.
 2. Consider sites that have an area for unorganized recreation. Safe, recreational “pick-up” sport activities are allowed for the students at YLCs during their break and off- times, but there will be no organized sports activities offered by the YLC. Insurance provided by MOWW is volunteer liability insurance.
 3. The date(s) of your event are likely to be limited by your venue and location, and its availability. Some events use museum-connected facilities (e.g., U.S. Veterans Memorial Museum, Arkansas National Guard Museum), 4-H facilities or facilities near a historic venue. Other venues formerly used include USS Lexington, USS Kidd, and US Space and Rocket Center. Best pricing is in the venue’s off-season.
- H. Scheduling: General, Tours, Speakers, Other Activities:
1. General: The next step is to build the basic daily schedule, which will chronologically indicate when an event’s speakers, tours and all other activities can be scheduled.
 - a. The YLC schedule needs to be built with a column or columns designed to specify or calculate how well individual YLC activities are deemed to contribute toward meeting the MOWW’s established overall goal of 50% of curriculum content being Leadership; 30% being allocated to the US Constitution, US Government and Patriotism, and; 20% dedicated to the Free Enterprise System. Most YLC and YLS directors use an Excel worksheet to build schedules. A schedule is also needed for a YLS, but the percentage mix does not matter.
 - b. In constructing the initial schedule, divide the event’s hours into increments of each 5, 10 or 15 minutes. Keep in mind that any given activity could cover two or all three categories of the YLC curriculum mix, so determine the category percentages for the curriculum mix. The first day needs an initial hour or so for registration. The last day needs about the same amount of time for closing activities and the graduation ceremony, depending on the number of students.

- c. Schedule professional speakers earlier than other speakers as they are usually on a tighter schedule. These are usually your reenactors or impersonators, e.g., portraying George Washington or Abraham Lincoln.
 2. Tours and Travel. While a tour of a historic site should have a patriotic theme, it should also be used to invoke any aspect of the curriculum mix. When arranging tours, consider using professional tour guides and fit such tours (which may have less flexibility vis-à-vis their start and stop timing and duration) into the event schedule first. If you have professional tour guides, it is better to be a little early to give your students some time to acclimate to their new surroundings and divide into groups to tour guide requirements. Schedule time at the end of the YLC tour for memento shopping. Also consider the method of movement (e.g., bus, public transport, car caravan), its cost, timing, and suitability for your YLC and, as applicable, the state Department of Transportation requirements. As a prudent buffer, include transportation time to and from the tour site, allowing 10-20 minutes extra on both ends. Last, meeting face-to-face with tour guides ahead of time to brief them on YLC's goals helps the tour better support YLC student learning and student safety objectives.
 3. Speakers and Panelists. Always let your speaker know your YLC goals, needs and intentions when you enlist his/her services. Ask for a resume' with a picture. Sometimes you can glean these from the Internet. Things to consider when scheduling time for speakers – some YLC Directors have some speakers talk for no more than 15 minutes, others ask for 30 minutes, and still others for 45 minutes, or combinations thereof, depending on the YLC's objectives. Always allow time for Q&A. Ensure your speakers know the YLC Directors goals and/or the elements of leadership, patriotism or free enterprise that are desired to be covered in the talk to the students. Do not be afraid to cut off a speaker if they go overlong so you maintain your schedule's allocation of time. Last, consider having some back-up programs or films available in the event of a speaker "no-show" or inclement weather. Members of MOWW may be excellent back-up lecturers.
- I. Registration, Breaks, and Graduation.
1. Beginnings: Registration. Ensure you have copies of each student application at the registration desk. Make arrangements for required medications that need safekeeping or refrigeration. If a student drove himself or herself to the venue, staff should collect the car keys. Use early-arriving students to help in the registration process. Take pictures, escort later students to the sleeping area to unload and put away baggage. A 2 x 3 photo placed on a big board arranged by Team or Group could be helpful in emergency situations or later deliberations. Consider an icebreaker game, like Bingo Questions about other students.
 2. Breaks. After several years of experience, we have found the students' most-often critiqued item is "Breaks." The students always want more and longer breaks. 10- or 15-minute breaks after each speaker or event is sufficient. Some YLCs ask students to use this break time constructively to work with their teammates to further develop their skits or work on a YLC organized challenge project.
 3. Graduation Ceremony. First, in the process of accepting student applications (prior to the YLC) and developing your email address listing, be sure to let the parents/guardians, transportation and sponsors know when you would like them to be at your venue to watch the closing or graduation ceremony and subsequently pick up their student on the last day. You should have a

plan for formally dispensing or presenting the graduation certificate and awards. Present awards for Outstanding Student and Runner Ups last. Announce that MOWW conducts the Phoenician Essay Contest and for the top three students of each YLC. The students will receive details from the YLC Director when the contest starts in September. (See Chapter paragraphs 6.C.7.c “Phoenician Essay Contest” and 7.C.6, “MOWW Phoenician Awards”).

J. YLC Student Awards at the End of the YLC.

1. Students attending a YLC and demonstrating leadership ability should be rewarded. This can be excellent college application or resume’ material.
2. The YLC’s Outstanding Student, the first and second runners up, as selected by the YLC Director, are eligible to compete in the Phoenician Essay Contest. (See Chapter 6, paragraphs 6.C.7.c “Phoenician Essay Contest” and 7.C.6, “MOWW Phoenician Awards”).
3. Other awards may to be determined by the event director and/or the director’s delegated staff, such as Outstanding Group, Most Improved Student, Outstanding Essay, Outstanding Citizenship, Best Leader as selected by his/her peers, etc. Remember, The YLC Director can present a Youth Merit Medal and Certificate or a Bronze Patrick Henry Award/Medal to any to any student youth \leq 18 years of age, e.g., youth volunteers, or other MOWW awards and certificates to adult event volunteers.

K. Supplemental Educational Materials. “Keys to the Constitution” booklets containing the US Constitution with the Bill of Rights, Ten Most Patriotic American Speeches and other renowned writings are funded by the Hann-Buswell Memorial Chapter and available via the Patriotic Education Incorporated, Inc. (PEI, Inc.). Directors should order these materials at least 30 days in advance of the event. In addition, the book “Dynamic Freedoms” is also available for a small fee from the PEI, Inc. Inform the PEC of your request and the order can usually be filled in a couple of weeks.

L. Student Selection for YLC & YLS Participation.

1. Student selection follows the applicant submitting a MOWW Form 11a, “YLC & YLS Application,” to the event director either through the applicant’s parents, coordinating school official if applicable or the student’s sponsor. If the application process includes an interview, the interview is set up by the selection board with the applicant via an adult coordination official as noted on the application. For some events, the process is such that some signatures by the student’s parent or guardian are required after the applicant’s selection, the event director provides relevant forms to be signed to the parent or guardian identified by the original application, and the signatory provides the signed forms back to the event director.
2. The YLC/YLS application, medical information and release forms are accessible at the PEP Program section the MOWW website’s homepage (“PATRIOTIC EDUCATION PROGRAMS FOR YOUTH,” click on “Learn More.”
3. The basic criteria for a prospective applicant are:
 - a. Equal opportunity for all students relative to ethnicity and gender.

- b. At the time of the YLC, the student should have at least one academic high school year remaining before their high school graduation as is the case for sophomores and juniors. Most YLCs and YLSs occur during the summer, at which time students who have just completed their junior year are considered rising seniors, but they still meet the one school year remaining requirement.
- c. To have demonstrated leadership potential in their community or school, and/or to be recommended or endorsed by a school official serving as a school point of contact and be available and committed to participate in the entire event from check in until adjournment. Coordination with a school official is desired but is mandatory if the YLC or YLS event occurs during school class time and ensures an excused absence for the student.
- d. Be capable of light physical activity (e.g., continuously walk 20 minutes) to ensure full participation in event activities and not require special attention, not require any special accommodation/assistance (e.g., certified professional help, private lodging) for full participation in the event, neither have a medical condition severe enough to require special accommodation/assistance nor be highly likely to diminish the event experience for other participants (e.g., Downs Syndrome, anxiety severe enough to require medication and/or certified professional help).
- e. MOWW YLC and YLS events are open to JROTC students and non-JROTC students because there is a need for our nation's future military or civilian leaders, any US citizen, to have an appreciation if not a solid understanding of our nation and its foundations. To address these needs while providing patriotic education opportunities across the spectrum of student educational experiences, MOWW's goal for YLC student participation is 50% JROTC cadets and 50% other than JROTC cadets, the latter including home-schooled students. MOWW YLCs are not counted as a JROTC event. Unlike YLCs, YLSs do not have comparable student ratio targets.
 - 1) Since military JROTC instructors understand the value of leadership training, MOWW Companions should provide outreach support to JROTC instructors as the latter motivates and assists their students in applying to attend a MOWW YLC or YLS.
 - 2) Achieving the desired YLC student mix parity requires MOWW Companions to establish and maintain a continuing liaison with school officials representing non-JROTC students, e.g., guidance counselors, private schools, and home school associations. Given the diversity of educational sources, it may take more MOWW Companion effort and creativity to assist non-JROTC students attending public schools and or being home-schooled to become aware of and apply to MOWW YLCs and YLSs.

M. Other Considerations.

1. Visitors. A visitor is only briefly at the event and for a specific purpose (e.g., presenter, observer, dining guest). The event director must coordinate visitor presence. Visitors are typically not to be vetted.
2. Medical and Health. Always keep the students' medical and emergency permission forms immediately available. Carry them with you on tours, and always know the nearest hospital's location. Have extensive First Aid available in gender-separate living quarters and on venue tours. When conducting tours away from the primary venue, have a vehicle available to transport a non-emergency injured student or chaperone to an emergency room or doctor. Do not dispense any

prescription or over-the-counter medicines to any student. Water should be available to ensure students stay hydrated. This is especially important in the summer months. Besides regular and nutritious meals, high school students will require snacks. Consider having fruit and other snacks available after supper, especially if your activities are going well into the evening. Avoid foods with caffeine or high sugar content. When planning meals, snacks, avoid foods having peanuts or shellfish, which are the two most common food allergies. Also check the applications for identifying allergies that may affect food and beverage options.

3. Personnel.
 - a. Ensure all staff, volunteers and student counselors understand the “chain of authority” or responsibility the Director requires, and that the YLC’s student counselors or coordinators should not dictate any YLC rules or policies to the students without consulting an adult first. Advertise an emergency contact phone number for parents to call YLC staff. Recommend creating a board to use to post student notifications and assignments. Consider conducting a staff and volunteer meeting every day, during breakfast or at the end of the workday, to review what happened that day and what needs to be done the next day.
 - b. Per the MOWW Youth Protection Policy (Appendix I to this MOWW Policy Manual), always avoid one-on-one situations with students. Even if a student wants to talk privately (one-on-one) with a specific adult, another adult should always observe them from a short distance. Any opposite gender one-on-one encounters between a student and a staff member is forbidden.
 - c. During free time and breaks, a student “buddy” system should be in effect. Some events insist on minimum groups of three.
 - d. Content of any student skits, if included in your program, need to be cleared by an adult staff member. Limiting skit focus to the YLC focus – leadership, American heritage, and or free enterprise should help avoid or minimize questionable content.
4. Critiques/Evaluations. Before the YLC’s Closing Ceremony, Directors should provide the students with a critique to fill out. Some YLC Directors conduct critiques every day of their YLC. This critique should include such things as Speakers listed by name, tours listed by name, and meals / food, sleeping, overall conference evaluation, and anything else the Director would like opinions about. Students may include their name if they desire, but this should not be a requirement. Constructive written comments should be welcomed.
5. Religious Reflection During an Event.
 - a. Patriotic/Religious Services. The opportunity to conduct events of a patriotic nature is a valuable element of an MOWW youth event. Honors to the Flag and recognition of historical and patriotic events are consistent with the objectives of the PE Program and the principles of MOWW.
 - b. Non-mandatory, nonsectarian worship is appropriate when offered as a personal, individual choice. Such voluntary worship service is to be regarded as a demonstration of American

religious heritage and freedom while simultaneously supplying the need among some students for religious worship.

6. Personal communication devices. Students may tend to use their cell phones for socializing during class, which can be a major distraction. Some events require students to temporarily turn-in their personal communication devices upon arrival, e.g., cell phones. If turn-in is required, a staff member of the event should sign for collecting the device and be responsible for returning the device prior to the owner's departure. Whatever policy the event director implements, written rules should exist and be enforced.
- N. Post Event (YLC/YLS) Action – Closing Out Event and Program Year and Support to *MOWW Review* and its Additional /Special Issue for Youth Education.
1. Complete Financial Obligations. Close out collection, pay all bills, update records, Treasurer report, File Form 990N with the IRS.
 2. Report Event using MOWW Form 11 and Get Reimbursement as Applicable. Each Event Director is to complete and submit an MOWW Form 11 Event Report. Receipt of the form by the PEC is prerequisite to being reimbursed for the event (at the Youth Education Foundation rate). The form is accessible at moww.org and in the form's menu at the Companions Only Webpage.
 3. Support to *MOWW Review* and MOWW Outreach Program. PEC Chair and PEC provide the MOWW Outreach Program Manager (OPM) materials (photos, articles) in as near real time as possible to support OP publications, marketing and the *MOWW Review*. Schedule for YLC, for YLS, and for MOCs are provided to the OPM by January 15th to supporting the February issue of *MOWW Review*. After a YL event is completed, the event director files a report using MOWW Form 11 for a YLC or MOWW Form 11e for a YLS. Each form calls for providing event description, photo, testimonials and provides instructions for labeling photos and uploading them to a designated folder for the event at the MOWW repository managed by the OPM. The Phoenician Essay Contest and Awarding Process, MOWW Form 12, provides instructions for submitting photos and other materials to the OPM for subsequent use. Throughout the year, the PEC may request additional event-related articles and photos for other PE events.

APPENDIX H | MASSING OF COLORS (MOC)

- A. General. Massing of Colors (MOC) is an inspiring ceremony, a parade of the National Colors and organizational colors by various color guard units from the area or across the United States and typically includes a benediction and a short keynote speech complementing the patriotic significance of the event. The MOC has become a hallmark of The Order and each chapter, regardless of its size, should consider hosting a Massing of Colors as a highlight of the chapter's year.

A MOC event needs to be covered by insurance provided by MOWW by completing and submitting an MOWW Form 10c. The MOC should be closed out with at least an online report, MOWW Form 10d, which when submitted automatically goes to the PEC Chair and Outreach Program Manager, who sets up an event folder at the moww.org repository for information about the MOC including photos and video clips.

1. Full utilization of the resources available to the chapter should result in a religious and patriotic ceremony which will not only enhance the standing of the chapter in its community but will also aid in improving chapter membership.
2. The Massing of Colors ceremony should be individually designed to conform to the best features of local culture, within the capability of the chapter. The ceremony may, ideally, include:
 - a. Assembly of the Flags of the United States and organizational colors of flag bearing units.
 - b. Observing proper order of precedence, procession of the colors to a massing point.
 - c. Appropriate music, preferably a band whose repertoire includes not only martial and patriotic music, but also classical, religious music. Music normally complements the entry and exit of the color guards.
 - d. An address of non-political, non-sectarian nature as a memorial tribute to the fallen Americans of all wars.
 - e. Blessing of the colors by a selected member of the clergy or the military chaplaincy, who may be a military chaplain, priest, minister, rabbi, or imam.
 - f. Traditional memorial honors, such as a rifle squad, ceremonial battery, aircraft fly-over and/or "Taps," as available and depending on whether the service is inside or outside, to honor fallen service members.
 - g. Invocation and benediction.
 - h. Introduction of distinguished guests and entertainment (at an appropriate point during the ceremony).
 - i. The presiding MOC official who serves as the Master of Ceremonies (MC) is usually a general officer, a flag officer, or a field-grade officer (active or retired) of the United States Armed Forces. The principal assistant to the MC is the "Adjutant of the Colors," who oversees the

assembly, and entry and exit of the color guard units. Most ceremonies also have an “announcer” who reads the color guard unit names as they enter the venue for the ceremony.

- B. MOC Description. The MOC usually begins with the MC directing the “march- on” of the color guard units. Once the colors are “massed,” a member of the clergy pronounces an invocation. This is followed by recitation of the Pledge of Allegiance, singing of the National Anthem and the reading of the MOWW “Preamble,” which states the principles guiding MOWW’s service to others. These actions are normally followed by welcoming remarks by the commander of the MOWW chapter hosting the event. After the opening ceremonies, a guest speaker normally provides keynote remarks. The guest speaker may be a currently serving, retired or former military officer, Senior Non-Commissioned Officer, a ranking national, regional, or departmental official of the MOWW, a prominent official of national or local government; a renowned leader of an academic institution or civic organization, or a published author. These remarks are followed by a non-sectarian “Blessing of the Colors” by the Chaplain and the rendering of honors to those who have given their lives in the service of our Country. When the playing of “Taps” is complete, the Chaplain pronounces a benediction. The Grand Marshal then directs the assembled colors to be retired. When the last color guard unit has exited the venue, the ceremony is concluded with remarks by the MC.
- C. Successful Massing of Colors ceremonies have been held in cathedrals, theaters, hotels, playgrounds, parks, stadiums, natural amphitheaters, war memorials, community pavilions, athletic fields, public schools, churches, and other venues providing ample seating for spectators and having a central stage for ceremony officials. The following should be considered in choosing a site:
1. Pleasing natural surroundings or a beautiful interior setting will enhance the overall Presentation. Location near a freeway or other noisy traffic corridor or beneath an aircraft takeoff or landing corridor will mar an otherwise beautiful ceremony. A well-patronized public park or an indoor structure, which is adjunct to such a park, may provide a ready-made audience. Adequate seating for spectators should be available, including parking for disabled. Adequate parking for private vehicles is essential. Accessibility by public transportation as well as by private vehicle is desirable. Maneuvering room for color bearers; a microphone and sound system, and a stage or reviewing stand are essential.
 2. A date for such a ceremony should be carefully selected for optimum participation and optimum spectator attendance.
 - a. Regional festivals or seasonal celebrations may in some communities be more desirable than such important and widely observed holidays such as Memorial Day, Independence Day, and Veterans Day.
 - b. Dates should be selected which will not place the Massing of Colors in competition with, for example, locally important sports activities, or with widely observed religious holidays.
 - c. In general, Sundays are more likely to be locally acceptable than other days; but caution must be used to avoid conflicts with other community activities. The Chamber of Commerce usually has a calendar of activities.

3. Participation. At an early stage (5-8 months before the ceremony), organizations whose colors are desired for the Massing should be invited, and a timely deadline established for such an organization to reply, to determine a firm order of march at a reasonable date.
 - a. Veteran organizations, other patriotic organizations, fraternal organizations, ROTC units and Junior ROTC units, area military organizations, active or reserve components, and youth organizations may appropriately be invited to carry their colors in the ceremony. State flags also should be included.
 - b. In some communities, it may be practicable and desirable to arrange for Boy Scouts, Junior ROTC Cadets, or other young people to carry the colors of organizations whose members are aging or otherwise unable to carry their own colors.
 - c. Except in the larger chapters, chapter membership may be augmented to provide clergy, musicians, speakers, color guard, firing squad, et cetera. In some cases, the organizations invited to carry their colors may in fact furnish important support in the conduct of the ceremony.

D. MOC Staff.

1. At the earliest practicable stage of a chapter year, the chapter commander should appoint a Massing of Colors Committee Chair. This should be a Companion who is familiar with the capabilities of chapter membership, and who can arrange their personal activities to provide time to accomplish this important mission. In some chapters, the senior vice commander is the *ex officio* Massing Committee Chair.
2. Allocating functions within the Massing Committee may include assignment of the following important tasks, per the Chapter's overall plan:
 - a. Facilities -- contract for location of ceremony and for preparation of facility, including seating, parking, crowd control, traffic control, emergency medical support, and sound system.
 - b. Finance -- assure availability of proper accounting and proper utilization of funds to support the ceremony, and arrange liability insurance by submitting online MOWW Form 10c.
 - c. Program -- publish an operation order, control sequence of events.
 - d. Hospitality -- arrange social activities ancillary to Massing of Colors, invite and arrange for reception and lodging of important guests.
 - e. Organization Liaison -- solicit organizations to participate, prepare a list of participating units, and assign flag bearing units to positions per proper order of precedence.
 - f. Publicity and Printing -- establish liaison with electronic and print news media, develop a public relations plan, coordinate printing of operations order, ceremony programs, etc.
 - g. Clergy -- arrange for participation by the appropriate clergy.

- h. Historian -- collects and preserves for future use, appropriate documentation of all problems encountered by the Massing Committee and records of solution of those problems. The historian, commander, adjutant or designee, completes and submits MOWW Form 10d, Massing of the Colors Report.
- E. Sample Planning Calendar. Each chapter faces planning problems peculiar to that chapter; however, the following broad guidance should be of assistance in planning for a Massing of Colors ceremony (dates are expressed in relation to the designated date for the ceremony):
1. D-360 to D-240: Date and location of ceremony established; facility reserved; Massing Committee appointed; Speaker invited; accommodations for out-of-town visitors selected; preliminary announcements to MOWW members and to news media; facilities selected for activities ancillary to the Massing; liability insurance negotiated. Contact the MOWW Outreach Program Manager (OPM) to have a chapter's event included in the MOC Schedule maintained at the repository at moww.org.
 2. D-240 to D-150: Invitations mailed to prospective participating units; negotiations completed for band (or other source of music, firing squad, bugler, traffic control agency, emergency medical service, and source of state flags or other flags not provided by color bearing units; negotiations completed with ROTC, Boy Scouts, or other supporting organizations.
 3. D-150 to D-120: Speaker or speakers committed; invitations mailed to MOWW national dignitaries and to neighboring region, department and chapter commanders; notices furnished to all newspapers and magazines which publish calendars of community activities; assignments to participating clergy agreed upon.
 4. D-120 to D-30: Contracts executed, if necessary, for rental of chairs, sound system, temporary bleachers, or any other equipment to augment selected facility; invitations sent to local military and civilian dignitaries as guests at ceremony; operations order published; plans finalized for slack-time activity for out-of-town visitors; re-confirm availability of all supporting equipment and personnel; finalize printing requirements; finalize list of participating color-bearing units; confirm accommodations for out-of-town visitors.
 5. D-30 to D-10: Deadline for all printing; Massing of Colors feature story featured in all news media; confirm availability of the band, firing squad, etc., and on-the-ground rehearsal with guides who will control procession and recession of colors; complete arrangements for entertaining VIPs; deadline for reservations for all related social activities.
 6. D-10: Review all Massing Committee assignments to assure that planning is complete.

APPENDIX I | PE VOLUNTEERS & YOUTH PROTECTION

A. General.

1. Risk. There is concern by the MOWW and associated organizations that support the MOWW sanctioned Patriotic Education Programs, regarding health and safety, and potential or perception for sexual misconduct/abuse and/or harm to participants.
 - a. It is essential that all volunteers associated with the MOWW programs understand the importance of guarding against potential misconduct, plan carefully to guard against real or perceived actions or inactions that could lead to injury, other harm, or allegations of misconduct, and proceed accordingly. Furthermore, our PE volunteers must continue to be prudent and work within the parameters of the MOWW Bylaws and established ethical standards of the MOWW.
 - b. MOWW responsibility for and with students begins when a student is released to an MOWW volunteer either at the venue or at an embarkation point for going to the venue and ends with the student being picked up at the venue by the student's parent/guardian or their designated person or at the designated embarkation point.
 - c. Disease outbreak or any other physical dysfunction following attendance at a sanctioned event is beyond the scope of MOWW responsibility.
2. Definitions.
 - a. Volunteer. Any person involved with MOWW sanctioned Patriotic Education programs that has direct interactions with students, whether they are supervised or unsupervised. Volunteers include YLC or YLS event Directors, staff personnel (including high school personnel) who are graduates of an earlier YLC, activity supervisors and committee members who host students for activities or outings or who drive students to events or functions.
 - b. An adult is any person who is 18 years of age or older.
 - c. Volunteer Liability Insurance (VLI) covers MOWW and its sanctioned event volunteers. The insurance requires that our events have and adhere to a Youth Protection program. Part of that adherence is that all event volunteers who might interact with youth during a MOWW program event are background vetted and trained for Youth Protection. The VLI policy is contracted annually by the MOWW Chief of Staff and is provided to PE events as an insurance rider via a request to the PEC Chair.
 - d. Student. Any individual enrolled in school at the secondary school level and participating in a MOWW-sanctioned Patriotic Education Program event as an event student. This definition does not apply to students serving as staff personnel cited in Paragraph A.2.a above. For YLCs, students are to have at least one school year remaining before graduation from high school.

- e. Sexual Abuse. Engaging in implicit or explicit sexual acts with a person or forcing or encouraging a person to engage in implicit or explicit sexual acts alone or with another person of any age, of the same or opposite sex regardless of gender identity. Such abuse includes non-touching offenses such as indecent exposure or showing a person sexual or pornographic material.
 - f. Sexual Harassment. Sexual advances, requests for sexual favors, or verbal or physical conduct of a sexual nature regardless of age, gender, or gender identity. In some cases, sexual harassment precedes sexual abuse and is used by sexual predators to desensitize or groom their victims. Some examples of sexual harassment include: sexual epithets, jokes, written or spoken references to sexual conduct, talking about one's sex life in the presence of a person, and comments about an individual's sexual activity, deficiencies or prowess; verbal abuse of a sexual nature; display of sexually suggestive objects, pictures, or drawings, and; sexual leering or whistling, any inappropriate physical contact such as brushing or touching, obscene language or gestures, and suggestive or insulting comments.
 - g. Gender Identity. There was a time when only gender itself needed consideration, but now gender identity must be considered. There are two general types of gender identity – that which is physically-based and that which is based on behavior. Student behavior at our events regardless of sexual-orientation or preference, can be fully addressed with no change to our events other than applying and enforcing our rules to prevent of sexual abuse and sexual harassment to everyone at our PE events—not just adults. Our PE events can accommodate a student whose gender identity is based on behavior with little or no additional planning, effort or resources nor detract from the PE learning experience of other students nor their protection.
 - h. Physically based gender identity includes transgender. Consider youth safety first when considering accommodation. The suicide rate for transgender in the US is more than nine times the national average and higher for national average for teens (a 2014 study on American Foundation for Suicide Prevention, The Williams Institute, a 2016 study by Cincinnati Children's Hospital Medical Center, and a 2001 study by the National Institute of Health). According to additional readings, the suicide rate for transgender youth is four times higher than for other gender identity youth. Also, teen suicide rates are higher than the general population.
 - i. Youth Leadership Conference (YLC) or Youth Leadership Seminar (YLS) event. A special multi-day or single-day MOWW sanctioned Patriotic Education program activity during which student participants are taught Leadership, Patriotism, and Free Enterprise in accordance with the guidelines provided in Appendix H, "YLC and YLS Events."
- B. Policies. The following policies will apply to all MOWW sanctioned Patriotic Education programs and related activities.
- 1. Youth Protection. The MOWW is committed to creating and maintaining a safe environment for all participants in MOWW sanctioned Patriotic Education programs. It is the individual responsibility and duty of all MOWW volunteers to safeguard to the best of their ability any participating child's welfare and to prevent the physical, sexual, or emotional abuse of children and young people with whom they come into contact during the program. For events during

which a youth is to be alone, lodging or using a restroom, welfare needs to consider the higher suicide rate among gender identity youth and particularly transgender youth if they are among the participants of the event.

- a. It is the policy of the MOWW that no adult leader, including all volunteers and multi-day YLC or YLS staff, shall be alone with a student. Further, no male adult or female adult is permitted to enter sleeping spaces of underage students alone. If a sleeping space is to be entered, two adults are required, at least one of which must be the same sex as the students whose space is entered, except in an emergency circumstance. Adult leaders and volunteers shall not administer any drugs, whether prescribed or over the counter, to any student.
 - b. Supervision. All MOWW volunteers are role models for the students who take part in MOWW sanctioned Patriotic Education programs. Adult leaders are required to be readily available in each separate female and male dormitory by corresponding gender. Alcoholic beverages or drugs (other than medically prescribed drugs) shall not be allowed in any form during an MOWW sanctioned event involving underage students. Volunteers and counselors that remain in contact with the students throughout a YLC or YLS shall abstain from the use of alcoholic beverages and non-medically prescribed drugs while at the conference site and while in contact with the students. Also, volunteers and counselors shall not arrive at the conference site with the smell of alcohol, or appearance of alcohol or drug use prior to arriving.
 - c. Sports and High-Risk Activities. The following identified activities are not permitted as part of the MOWW sanctioned Patriotic Education program: organized competitive team sports (beyond recreational team sports), contact sports, and high-risk activities including, but not limited to, scuba, skiing, surfing, the use of guns or other weapons, horseback riding or hang gliding. Any exceptions must have prior approval from the Chairman of the Patriotic Education Committee and be conducted under professional supervision.
2. Volunteer Selection & Screening. All volunteers agree to abide by all the policies stated below:
- a. The MOWW region, department, chapter or YLC sponsoring the MOWW-sanctioned Patriotic Education Program shall be responsible for maintaining for a period of three (3) years (unless required longer by local or state law), all records of criminal background checks, waivers and screening for adults working with minors.
 - b. All adult volunteers (staff), who may have any level of control over minor students that could result in a one-on-one situation (e.g., chaperones or counselors) are required to be suitable for the assignment and shall follow the event-applicable guidelines and procedures provided in Appendix H. For instance, each adult must sign an MOWW Form 11d, "MOWW Youth Event Adult/Minor Guidelines" (see www.moww.org).
 - c. MOWW prohibits any volunteer who has admitted to, been convicted of, or otherwise been found to have engaged in sexual abuse or harassment from working with youth in a MOWW sanctioned Patriotic Education program. If an individual is accused of sexual abuse or harassment and the investigation into the claim is inconclusive, additional safeguards shall be put in place to ensure the protection of any youth with whom the individual may have future contact, as well as for the protection of the accused. A person later cleared of charges may

- apply to be reinstated to participate in youth programs. Reinstatement is not a right, and no guarantee is made that he or she will be reinstated to his or her former position and allowed to participate in any MOWW sanctioned Patriotic Education program.
- d. Every adult involved with MOWW sanctioned Patriotic Education programs who has direct interactions, either supervised or unsupervised, with students shall agree to the following:
 - 1) Make a commitment to the safety and security of students. Conduct themselves in accordance with high moral and ethical standards while working with the YLC/YLS students.
 - 2) Complete a satisfactory personal background check, conducted by a qualified organization, and identified by the local YLC/YLS Director. Allow personal fingerprinting by a qualified organization identified by the local YLC Director.
 - 3) Attend/complete the training or refresher course on Child Protection/Sexual Harassment identified by the MOWW, at least every two years.
3. Student Selection & Screening
- a. All participants in an MOWW sanctioned YLC or YLS event must have properly completed and signed official MOWW YLC application-related forms by stipulated signees (i.e., school official(s), parents/guardian(s)). The MOWW has a standardized set of these forms downloadable at the moww.org Website. All MOWW YLC and YLS events and schedule information (e.g., dates, venue, and event Director contact information) are listed in the current year YLC-YLS Schedule which is accessible from the moww.org PE Program Page. Some PE event directors have copied these forms (i.e., Form 11 and Form 11A) verbatim and combined them to form an event-specific comprehensive application that includes additional, non-conflicting event-specific information (e.g., a specific event's mailing address, T-shirt size selection, text box for a school official to provide a recommendation, a link to its YLC Website). The official MOWW YLC/YLS forms at the moww.org Website and the copied but event-specific event forms are suitable and authorized for student selection and screening for a specific YLC or YLS.
 - b. Forms available at the moww.org Website for YLC student selection and screening are:
 - 1) MOWW Form 11a, "YLC/YLS Student Application" (see www.moww.org).
 - 2) MOWW Form 11b, "YLC/YLS Student Medical Treatment Form" (see www.moww.org).
 - 3) Medical. All consent forms, medical forms, and other records associated with a student's participation in an MOWW sanctioned YLC or YLS, shall be kept a minimum of three years after the event occurred. Contact your State Attorney's office for additional information specific to your state. This information may be sensitive and must be safeguarded for the minimum amount of time required by the state of residence of the YLC or YLS.
4. Prescription and Non-prescription Medications. The director, staff, volunteers, or counselors shall not administer any prescription or non-prescription medications. This is the responsibility of the

student, and the need shall be clearly stated on the student's Health and Medical Form described above. The MOWW forms currently reside at moww.org have undergone legal review and are not to be changed without authorization. Making unauthorized changes may create legal and/or libel problems for the YLC or YLS program or MOWW. (Some states or YLCs require notarization of forms by parents/guardians, usually for medical authorization). As stated, earlier there are event-specific application forms but there are verbatim copies of Forms 11 and 12 with non-conflicting event-specific information added.

5. Gender Identity Consideration in Selection.
 - a. We have a zero policy for discrimination, but the safety of students who are to be in our charge during our events is our highest priority and may have to result in a selection decision that may appear to be discriminatory. As stated in this appendix, transgender youth have a nine times higher suicide rate than the general teen population and four times higher than gender identity youth. If accepted for participation, the event incurs the need for additional planning, effort and resources (staff, funds, time, additional restroom at the venue(s) for the event, and, if an overnight event, single occupancy bedrooms too.
 - b. Accommodating a student who identifies as transgender might be doable at PE events whose facilities can adequately accommodate student groups that have transgender people in the group but will require additional planning, effort and resources (staff, funds, time, additional restroom at the venue(s) for the event, and, if an overnight event, single occupancy bedrooms.
 - c. There is a possibility that a student is or may claim to be a transgender person. A teenager's gender as a physical characteristic may not be obvious, but gender is documented at birth and later too if individual is to be considered a transgender person. In some states (e.g., California) a student can spontaneously claim at school to be a transgender person and school accepts that student as such. For MOWW, a student will only be treated as a transgender if there is documentation from the student's school dated prior to or commensurate with the student's application supporting the student's claim and agrees with the application itself (e.g., pronouns used within the application to include the school official's recommendation of the student).
6. Zero Tolerance for Harassment and Discrimination. MOWW prohibits any form of harassment based upon any legally protected category in accordance with federal, state, and local law. Improper interference that threatens the success of the MOWW sanctioned Patriotic Education sponsored program will not be tolerated. MOWW prohibits any physical contact that is unwelcome to the recipient, including, but not limited to, unwelcome sexual advances, requests, demands or pressure for sexual favors, or other sexually oriented or offensive conduct. The MOWW further prohibits any type of harassment in the form of retaliation toward any individual for their requested or volunteered participation in any investigation that the MOWW, in its sole discretion, deems necessary.
7. Training. MOWW shall provide an abuse and harassment prevention training program for all sanctioned Patriotic Education program participants and will provide guidance for the conduct of the training sessions. Specifically, the MOWW shall:

- a. Adapt the Abuse and Harassment Prevention Training to incorporate specific guidelines, cultural issues, and legal requirements.
 - b. Develop a training calendar that defines the participants, frequency of training required for each volunteer position, and training methods to be used.
 - c. Establish guidelines to ensure that all participants have received the requisite training.
 - d. Require specialized training sessions for the following youth program participants, such as Patriotic Education program supervisors, volunteers, student counselors, YLC/YLS Directors, staff members, volunteers, student counselors, and other volunteers who participate in Patriotic Education programs sanctioned by the MOWW.
 - e. Maintain records of participation to ensure compliance.
8. Emergency Procedures. A plan of emergency procedures shall be developed by the supervisor of the Patriotic Education event and the director of each YLC/YLS prior to the start of the event/conference. All staff, to include nurses, volunteers and counselors, shall be given specific instructions on how to handle an emergency, whether in the form of an injury to a student or other emergency involving the venue and/or more than one student. If an agreement has been made prior to the YLC/YLS with a medical facility, the emergency procedures of that facility are to be included and made known fully to all staff, volunteers, and counselors as part of the emergency procedures plan. This plan must include the name of the medical facility contact, phone number, and method of transport of the student(s) to the facility. If required, the Authorization to Consent to Treatment of a Minor form is to be reviewed with the medical facility contact in advance of the start of the conference.
9. Filing of Serious or Fatal Accident Report. In the event of a serious or fatal accident, the following steps shall be followed.
- a. Victim Care. The proper care of the injured student(s) is of utmost importance. Immediately utilize the Emergency Procedures above. Trained medical personnel shall be summoned, and supervision of the care and/or transportation of the injured student(s) must be left to their best judgment. However, in an emergency, life-threatening situations such as lack of breathing, heart attack, severe bleeding, or poisoning, call 911 and follow the emergency procedures. If the student(s) are transported to a medical facility, a member of the staff, a volunteer, or a counselor is to accompany the student(s) and will take the Authorization to Consent to Treatment of a Minor Form (which includes the Health Insurance information and Family Physician information).
 - b. Notification. As soon as possible, parents, guardians or next of kin should be notified of the incident.
 - c. Required Information. Gather factual data such as who, what, when, where, and how witnesses, photographs aid in the reporting process.
 - d. News Media Inquiries. News media inquiries shall be referred to the local Patriotic Education event supervisor or YLC director, the local sponsoring 501(c)(3) organization and the

Chairman, Patriotic Education Committee, MOWW. It is unwise for staff to make statements to the news media.

10. Investigating & Reporting Harassment & Abuse Claims

- a. The MOWW is committed to protecting the safety and well-being of youth participating in the MOWW sanctioned Patriotic Education programs and will not tolerate abuse or harassment. All allegations of abuse or harassment will be taken seriously and must be managed in accordance with the Federal, state, and local laws and the MOWW Sexual Abuse and Harassment Allegation Reporting Guidelines.
 - 1) It is the MOWW's intent that its policies and regulations be properly and consistently applied so that all volunteers and students are treated fairly and equitably without discrimination. Nevertheless, as with any organization, problems and misunderstandings may arise. The MOWW will deal with all complaints and problems in as discreet a manner as is possible and appropriate.
 - 2) This procedure shall not be construed to prevent, limit, or delay the MOWW from taking appropriate disciplinary action against any individual, up to and including termination of their participation, under circumstances the MOWW deems such adverse employment action appropriate.
- b. The MOWW encourages open communication regarding complaints of abuse, harassment, or discrimination. The first step in resolving any such complaint should be a report to the supervisor or director of the activity. In the event discussion with such supervisor or director is inappropriate, claimant may proceed as follows.
 - 1) In every instance cited below wherein the claimant is a minor, the parent or guardian will be responsible for the action stated and complete any written complaints or other documents.
 - 2) The claimant may first choose to tell the individual causing the abuse and/or harassment that his/her conduct is offensive and must stop. Thereafter, the claimant shall directly report the abuse and/or harassment to the supervisor or director of the activity.
 - 3) Additionally, in the case of sexual abuse and/or harassment allegations, the claimant is free to raise the issue with another same sex activity administrator if he/she prefers to do so.
 - 4) The claimant alleging abuse and/or harassment will complete a formal written complaint.
 - 5) The claim will be investigated thoroughly and will involve only the necessary parties. All MOWW/YLC staff members will maintain confidentiality.

11. MOWW will cooperate with all law enforcement agencies, child protective services, and legal investigations and will not interfere with other investigations when conducting its own independent reviews.

- a. All complaints regarding the sexual abuse and/or harassment of a minor shall be reported to the local law enforcement agency immediately. Federal, State, and local law enforcement agencies shall determine the final processing of all complaints.
- b. In addition, the complaint with appropriate PE activity leader's comments of any alleged abuse, discrimination or harassment shall give written notice to the Chairman of the MOWW Patriotic Education Committee for informational purposes.
- c. The Chairman of the MOWW Patriotic Education Committee shall immediately advise the CINC and the MOWW Judge Advocate General, then continue to monitor the progress of the complaint through the appropriate local legal channels and the activity sponsoring the MOWW sanctioned Patriotic Education program.
- d. After review, the MOWW Judge Advocate General will advise the CINC and the Chairman of the MOWW Patriotic Education Committee of the appropriate action.
- e. The Chairman of the MOWW Patriotic Education Committee shall take the prescribed action no later than five (5) business days following the receipt of final recommended action from the MOWW Judge Advocate General and CINC.
- f. The MOWW shall notify all directors, officers, employees, and volunteers of this nondiscrimination policy, and their duties and obligations here under.
- g. No claimant shall be disciplined if a complaint is filed in good faith, even if the Chairman of the MOWW sanctioned Patriotic Education Committee disagrees with the complaint.

12. Transportation Considerations.

- a. Transportation Policy. The terms and conditions of the MOWW Volunteer Insurance policy will determine the requirements that shall be met to assure continued liability coverage on transportation issues.
- b. Privately-Owned or Rental Vehicles. Volunteers are covered by insurance provided by MOWW while driving their personal vehicles in direct support of a MOWW YLC or YLS. This insurance coverage is a part of the MOWW Volunteer Insurance policy and is supplemental to the individual volunteer's liability coverage. Any privately owned or rental vehicle driver must be a licensed adult directly associated with the MOWW event, supporting chapter or the support foundation.
- c. Private aircraft. No private aircraft shall be used for transportation of students to/from YLCs.

APPENDIX J | ROTC/JROTC PROGRAM REPORT & AWARDS

A. General.

1. All chapters should submit a ROTC/JROTC annual report, so it is received by the ROTC/JROTC Committee Chair not later than 31 May, annually using MOWW online Form 39, "ROTC/JROTC Program Award Submission." The annual ROTC/JROTC report is established to provide feedback of chapter ROTC activity and to encourage all MOWW chapters to be actively involved with local ROTC units per the Order's Preamble. Each ROTC unit should be supported by a MOWW chapter.
2. ROTC/JROTC Annual Report Submission. The chapter commander must approve MOWW online Form 39 submissions. Submission of the ROTC annual report is the responsibility of the chapter commander.
3. Scoring. Scoring for annual ROTC/JROTC recognition uses a logarithm scale that balances the chapter's size (living members), and the number of ROTC/JROTC units supported. This makes chapters more equally competitive. The total number of Chapter Form 39 submissions is divided into six categories.
4. The size of each category is determined based on the number of ROTC and JROTC units supported.
 - a. For example: if 60 chapters submit a Form 39, which is then divided by 6, each category would contain 10 chapters. However, if for example chapter 9-11 each contains 35 ROTC/JROTC units, Category 1 would then have 13 chapters. The remaining 47 chapters would then be divided as equally possible based on the number of ROTC/JROTC units supported.
 - b. Category 2 would be determined by dividing 47 by 5 (the number of remaining chapters). Using the example in paragraph a. above, chapters 14 through 24 could be the size of Category 2 if 24 and 25 had a different number of units supported.
 - c. Categories 3 would be determined for the next 37 chapters who submitted a Form 39 (60-13-10=37).
 - d. Categories 4-6 would be determined in a similar manner, separating each category by the number of units supported, attempting to equalize each category size.

Using the above example, the below illustrates an example of six categories of the ROTC/JROTC Awards based on the number of Form 39 Reports submitted. (All Category spreads are examples only.)

- e. Category 1: 1-3 + ROTC/JROTC Units Supported.
- f. Category 2: 14-24 + ROTC/JROTC Units Supported.
- g. Category 3: 25-36 + ROTC/JROTC Units Supported.

- h. Category 4: 37-50 + ROTC/JROTC Units Supported.
- i. Category 5: 51 ROTC/JROTC + Units Supported.
- j. Category 6: Greater than 71 + ROTC/JROTC Units Supported.

A ROTC/JROTC annual award scoring method summary is provided in Paragraph C.2.e below.

NOTE 1: The category range may change since it is based on an equitable balance of the number of chapters who submit an annual ROTC report.

NOTE 2: The 1st Place chapter for each chapter category receives an MOWW flag streamer and a certificate, the 2nd Place and 3rd Place chapters for each category receive a certificate.

- 5. Definitions. The term "ROTC/JROTC" refers to senior and junior programs. Where one or the other is specifically referenced, it will be identified as senior ROTC for college level or Junior ROTC (JROTC) for high school level.
- 6. Visibility. The chapter's ROTC/JROTC Award of Merit program is one of its most essential functions. The visibility given by the local supporting MOWW chapter does much to enhance MOWW's image and is appreciated by parents, community leaders, school administrators, and ROTC instructors. Use the www.moww.org (Home Page, "ROTC & JROTC Recognition Programs," to identify ROTC and JROTC units by state by location.
 - a. MOWW Chapters should support each ROTC unit and one of its Companions should present the ROTC Award of Merit Set (i.e., a medal, ribbon with a bar and a ROTC citation) as a part of end-of-year ROTC awards ceremonies. If not practical, non-Chapter supported ROTC units should be provided with a ROTC Award of Merit Set by department/region commanders.
 - b. HQ MOWW will provide ROTC Award of Merit set(s) to ROTC units that are not receiving chapter, department, or region MOWW ROTC support. MOWW Chapters shall not advise ROTC/JROTC Units to purchase medals and certificates and then count that as support reported in Form 39.
- 7. Presentation of Awards. MOWW Policy for the ROTC Award of Merit medal, ribbon w/Bar and ROTC citation. When possible, a Companion of the MOWW Chapter supporting the ROTC/JROTC unit should be available at the unit's end-of-year award ceremony to present awards. MOWW Certificates of Appreciation or Certificates of Recognition may be presented anytime during the year to deserving cadets and/or instructors.
 - a. Senior ROTC: Each senior ROTC unit should be provided with one bronze, one silver and one gold Award of Merit set. These awards are to be presented to an outstanding 1st, 2nd, and 3rd year cadet who will return the following semester as a cadet. Cadet selection is based on outstanding accomplishment or service to the ROTC unit. Senior ROTC instructors select the deserving cadets and then provide the MOWW Chapter the name(s) of the deserving cadets,

who will insert the cadet's name and rank, the ceremony date, and the chapter name and chapter commander rank and name.

- b. Junior ROTC: Each Junior ROTC unit should be provided a JROTC Award of Merit Set for presentation to an outstanding freshman, sophomore or junior cadet who will return the following semester as a cadet. Refer to the MOWW Store to order these items. Junior ROTC instructors select the deserving cadet and provide that information to the chapter commander who will create the Certificate as described in paragraph 7.a above.
- c. At the supporting chapter's discretion, one JROTC Award of Merit Set may be provided for each multiple of 200 cadets in the unit.

B. Annual ROTC/JROTC Report. This guidance is referenced to specific line items on the MOWW Form 39.

1. Category Point Calculations: ROTC/JROTC Cadet Awards.

- a. MOWW Award of Merit Set (Medal, Ribbon w/Bar, and ROTC Citation): List the total number of MOWW Award of Merit Sets (Gold, Silver, Bronze or JROTC) given to cadets in accordance with policy stated above in paragraph 6 of General Information. 30 points are awarded for each set presented.
- b. ROTC Award of Merit Ribbon w/Bar and ROTC Citation: Some chapters, due to expense limitations, present only the Award of Merit Ribbon w/Bar and Citation to units. A chapter earns 15 points when awarding one Award of Merit Ribbon w/bar combined with a Citation.
- c. ROTC Award of Merit Ribbon Bar: Some chapters, due to expense limitations, present only the Award of Merit Ribbon w/Bar to units. This is in lieu of an Award of Merit Set or Award presented to a cadet.
- d. Chapter Certificates. Chapter-prepared MOWW Certificates of Appreciation and/or locally designed certificates using the blank vertical and horizontal MOWW Certificate (available on the MOWW website in the MOWW Store) and other recognition items requiring written narrative descriptions. Document the number presented to ROTC cadets; each is worth 10 points. Examples: Four cadets present the colors at a MOWW meeting, and each is presented a MOWW Certificate of Appreciation. At an annual ROTC award ceremony, a Certificate of Recognition is presented to the Most Improved Cadet. A ROTC cadet or instructor is presented with a Certificate of Appreciation for an extraordinary accomplishment.

NOTE: Certificates of Completion, Appreciation, or Recognition, or other locally developed certificates that are presented at 3-5-day Youth Leadership Conferences (YLC), one-day Youth Leadership Seminars (YLS), or 1-3-hour MOWW sponsored seminars are not to be included in the ROTC Annual Report.

- e. ROTC/JROTC Award Ceremonies: Each ROTC unit's award ceremony where cadets are presented recognition from a MOWW Companion in person or by Hybrid Operations earns the chapter 20 points. At ceremonies involving multiple schools, ten points will be earned for each school that MOWW awards are presented by a chapter member. An additional ten

points can be included for each multiple of 50 miles a companion traveled to the award ceremony.

- f. MOWW Chapter Saber/Sword Award. Fifty (50) points can be earned when a saber/sword is given to an outstanding cadet during an award ceremony for either a ROTC unit or a grouping of ROTC units.
- g. Cash or Cash-Valued Awards. For each \$100 of cash or cash valued item awarded to individual cadets or their supported ROTC units, a chapter earns 15 points. The cash award might include monies for college scholarships, Youth Leadership Conference (YLC or YLS) tuition, YLC transportation cost, saving bonds, and items such as watches, class rings, travel expenses incurred when a Companion visits or presents an award to a ROTC unit, etc. They may also include contributions given to a ROTC unit for things such as special uniforms, demilitarized rifles, guidons, flag/poles, unit colors, computers or other equipment requested by and awarded to the ROTC unit (Please convert these awards to a cash value). Place the total dollar amount provided in the "Number or Cost" column in the ROTC Annual Report Form. If clarification is needed, include it in the Letter of Transmittal. Multiply the amount spent by (15).

Examples:

$\$325 \times .15 = 48.75$ or 49 points

$\$975 \times .15 = 146.25$ or 146 points

- h. Plaques, Cups, and Locally Developed Medals. Presented to outstanding ROTC cadets for individual accomplishment and ROTC team events and activities. Some examples include: Cadet of the Year/Semester/Term, most improved cadet, drill team and color guard speaking contest winners. If your chapter has other events, include, or attach a description in the chapter's letter of transmittal. 10 points are earned for each of these awards presented to ROTC cadets.
 - i. Badges/Ribbons/Patches: Events or activities mentioned in Item 1. h. may be suitable here if the award is a cloth badge, ribbon, patch, or other type of locally designed device that recognizes individual and team accomplishment. Second/third place ribbons at competitive or group events are examples. 5 points are earned for each badge, ribbon, or patch awarded to a cadet.
 - j. Miscellaneous Awards (not covered at items 1.a.-j.): Any award that a chapter provides to a ROTC cadet that does not fit the above Cadet Individual Award categories should be included in Item 1. j.
2. ROTC/JROTC Unit Awards.
- a. Perpetual/Annual Trophy: Presented to the best ROTC unit in a competition between two or more units. After establishment, the trophy is given for successive years of competition. Thirty (30) points are earned for each Perpetual/Annual Trophy.

- b. Presentation to ROTC cadets/units: Include each presentation that a chapter Companion provides as a lecturer, discussion leader, or seminar leader to ROTC cadets on topics related to MOWW's Preamble. For example: presentations to YLCs or YLS, lessons presented to ROTC cadets in their school, keynote speaker at a ROTC dining-in/out or other type of ceremony, or other opportunities that place MOWW members in direct teaching contact with ROTC cadets. Thirty (30) points are earned for each MOWW Companion's presentation.
 - c. Special Projects: chapter-initiated activities, events, or projects involving ROTC units will be individually evaluated. Chapters are strongly encouraged to sponsor (plan, organize, coordinate, and supervise) ROTC events, activities, or projects. Points are awarded based on the scope of ROTC unit or cadet involvement. Include or attach a summary of chapter special ROTC activities, events, or projects. Some examples of chapter activities, events, or projects that would qualify for ROTC Annual Report points include:
 - 1) Massing of Colors, local ROTC drill team/color guard competition or ROTC field day (20 points for each participating ROTC unit).
 - 2) A test, essay or speech on a topic related to MOWW's Preamble (5 points for each participating cadet).
3. Chapter ROTC/JROTC Programs. ROTC Involvement at MOWW chapter Meetings. Chapters should honor ROTC instructors, cadets, and cadets' families at chapter meetings. This is good public relations and a potential source of new members.
 - a. ROTC-Themed Meetings. Where the main chapter meeting theme is related to ROTC, 100 points will be earned. Examples include inviting an ROTC Instructor along with several cadets to brief the chapter on the unit's mission and objectives; having cadets who receive scholarships or attend a YLC or YLS give the chapter a presentation on their experience or having the school city/county/district ROTC administrator present a briefing on the nature, scope, and activities of the ROTC program.
 - b. ROTC Cadet Guests at MOWW meetings. 10 points will be earned for each cadet attending a routine chapter meeting.
 4. ROTC Units. Establishing or Re-Building Probationary JROTC Units. Chapter assistance in establishing or rebuilding a JROTC unit must be documented in writing by an official of the school or JROTC unit and forwarded to the ROTC Committee. Up to 200 points can be earned for establishing a new or rebuilding a probationary JROTC unit.
 - a. Help Establish New Units. With service efforts to expand JROTC units to the originally approved 3,500 JROTC unit level when funding is available, there is an opportunity for interested MOWW chapters to help their local communities. If chapter members make a concerted effort with school authorities, create an interest in establishing a JROTC unit, and assist the school to establish such a unit, then the chapter has accomplished one of the major objectives of The Military Order of the World Wars.

- b. Help Rebuild JROTC Units. Once cadet enrollment of an established JROTC unit falls to an unsatisfactory number (usually below 100 cadets or 10% of the school population), the JROTC unit becomes probationary. If the probationary unit is not brought back to minimum strength, usually within two years, the unit may be inactivated.
 5. News Releases and Published Articles. Include published articles/pictures that present favorable ROTC publicity or show chapter support for ROTC activities, events, or projects.
 - a. To receive a full 30-point credit, an ROTC article should exceed 250 words and appear in *The MOWW Review*[®] magazine, local newspapers, magazines, or other similar publication.
 - b. To receive a 10-point credit, an article must be between 50-250 words, and answer the who, what, when, where why and how of a ROTC activity, event, project, or it can cover a positive response to a negative ROTC news article. A picture in the *MOWW Review* or similar type of publication fits here.
 6. To receive a 5-point credit, include a picture/with caption and/or a one to three-line mention of a ROTC activity, and event in a chapter's monthly newsletter or bulletin.
- C. Annual ROTC/JROTC Award Scoring Method. Since each chapter has different quantities of resources, i.e., money, manpower, location, etc., the performance rating system for the ROTC Annual Award contenders raw scores is weighted (handicapped) to give large and small chapters an even chance to win.
1. The common denominator most related to chapter ROTC performance is membership. The more members the more the chapter should produce, but not in direct proportion, i.e., a chapter of 500 living members should not be expected to accrue ten times as many ROTC Annual Award points as a chapter having 50 living members, assuming they serve the same number of ROTC units.
 2. To 'weight' the judging process, the ROTC Committee uses the following procedure:
 - a. The number of raw points earned for medals, and certificates are determined for each chapter.
 - b. The number of active members is determined.
 - c. The logarithm (\log_{10}) of the number of each chapter's living members is determined from mathematical tables. A logarithm is an exponent of a number and increases one-tenth as fast as the number. For example: \log_{10} of 10 equals 1.00000, the \log_{10} of 100 equals 2.00000. The logarithm doubles between 10 and 100, the number increases ten times. If the number 10 is multiplied by itself the number or times equal to the logarithm, it will equal the number.
 - d. The raw points earned by each chapter are then divided by the logarithm of the number of members of each chapter. This gives a "weighted" number of points to chapters for direct comparison.

e. The following effect is produced by this method and these actual examples illustrate the process:

	# CHAPTER MBRS	LOG 10 # PTS EARNED	ANNUAL AWARD LOG	NBR OF POINTS	EARNED WEIGHTED PT
A	25	1.389	500	500/1.389	357.7
B	100	2.000	500	500/2.000	250.0
					• <i>Effect: "A" wins since it has 1/4 the members even though it has the same number of points</i>
A	25	1.389	500	500/1.389	357.7
B	100	2.000	900	900/2.00	450.0
					• <i>Effect: "B" wins on size and points</i>
A	100	2.000	1000	1000/2.000	500.0
B	150	2.176	1000	1000/2.176	459.6
					• <i>Effect: "A" wins since it has a smaller membership but raw points same</i>
A	420	2.623	1000	1000/2.623	381.2
B	607	2.783	1050	1050/2.783	377.3
					• <i>Effect: "A" wins due to a smaller membership</i>
A	332	2.521	2160	2160/2.521	856.8
B	517	2.713	1200	1200/2.713	442.3
					• <i>Effect: "A" wins since it has fewer members and thus more points</i>
A	229	2.360	2290	2290/2.360	970.3
B	568	2.754	2630	2630/2.754	955.0
					• <i>Effect: "A" wins due to smaller membership, although "B" earned more raw points</i>

APPENDIX K | MOWW-BSA “SQUARE KNOT” AWARD

A. Eligibility.

1. To be eligible to receive and wear the MOWW-BSA Community Organization Award (“Square Knot”), the applicant must be a current member (Companion) of the Military Order of the World Wars.
2. Currently registered in a Scouting leadership position at the Unit, District or Council level; or as a Chartered Organizational Representative (COR); or as a District/Council Member-at- Large; or as a Unit/District/Council Commissioner.
 - a. The listing above is not all inclusive and filling other positions within Scouting where the Companion takes a leadership role would also qualify, e.g., District Eagle Scout Board of Review member, Council, National, International Committee member.)
 - b. Additionally, the applicant must have served a minimum of three (3) years in one or more of the Scouting leadership positions as defined above.

B. Training.

1. The applicant must have completed the appropriate training course(s) for the registered Scouting position.
2. If serving as an adult Scouter at the Unit/District or Council level, must have completed any three of the following:
 - a. Complete the Cub Scout Leader Basic Training course.
 - b. Complete the Boy Scout or Sea Scout Leader Basic Training course.
 - c. Complete the Venture Leader Basic Training course.
 - d. Complete the Commissioner Basic Training course.
 - e. Be current in Youth Protection training.
 - f. Be current in American Red Cross First Aid and CPR.
 - g. Attend a High Adventure Training Course.
 - h. Attend a Council Leadership Training Event.
 - i. Attend and complete a Wood Badge or Sea Badge training program.
 - j. Attend a Philmont training course; or

- k. If serving as a Chartered Organizational Representative (COR), a District/Council Member-at-Large, or as a Unit/District/Council Commissioner, the applicant must have completed any two of the following:
 - 1) Attend a National Community Relationships Scouting training seminar.
 - 2) Participate in a Chartered Organizational Representative (COR) training course
 - 3) Complete a BSA District/Council staff-training course.
 - 4) Attend a Wood Badge or Sea Badge training program.
 - 5) Attend a Philmont training course.

C. Performance.

1. While serving in a Scouting leadership position at the Unit, District or Council level; or as a Chartered Organizational Representative (COR); or as a District/Council Member-at-large; or as a Unit/District Commissioner, the applicant must have completed at least three of the following:
 - a. Serve a minimum of two years as a Chartered Organizational Representative for Scouting; demonstrate success with your units in terms of program growth.
 - b. Assist chapter or region with fund raising efforts to support Scouting. Participate with a local BSA District or Council Friends of Scouting fundraising effort.
 - c. Participate as member of a BSA District or Council Membership/Relationships Committee representing the Order.
 - d. Assist in organizing or reorganizing a Cub Pack, Scout Troop, Varsity Team, Sea Scout Ship, or Venture Crew supported by an MOWW chapter.
 - e. Participate in Eagle Scout Recognition programs and ceremonies at the chapter, department, region, or national level.
 - f. Contact Boy Scout Troops, Varsity Teams, Order of the Arrow (OA) Chapters, and/or Venture Crews in your area through visits, roundtables or other means, and solicit their participation in Youth Leadership Conferences and document the results of one's efforts.
2. Contact your local Boy Scout representatives to arrange chapter participation in the activities above.

APPENDIX L | PUBLIC SAFETY/LAW & ORDER PROGRAM AWARDS

A. General. The MOWW PS/L&O awards follow:

1. Chapter PS/L&O Award (See online Form 31a)
 - a. Submitting chapters will identify a project or projects undertaken during the year that have measurable goals and objectives that will form the basis of the chapter award submission.
 - b. Award recipients will be first, second and third place certificates for large, medium, and small chapter categories.
2. Exceptional PS/L&O Service Award (Individual) Nomination (See online Form 31bc).
 - a. This award is for the recognition of exceptional leadership and management performance of a leader in the public safety field.
 - b. The chapter with the winning submission will present the award at an appropriate local ceremony. Local media and dignitaries should be invited for maximum chapter visibility.
3. Outstanding PS/L&O Performance Award (Individual) Nomination (See online Form 31bc).
 - a. This award is for the recognition of a public safety person(s) who acts in an outstanding manner in the performance of their duties. This could be an act of heroism, specific service to their community, or other outstanding performance that deserves recognition at the National level.
 - b. The chapter with the winning submission will present the award at an appropriate local ceremony.
4. Please note that the Exceptional PS/L&O Service Award (Individual) and the Outstanding PS/L&O Performance Award Nomination forms have been combined into a single online submission Form 31bc.

B. Exhibits. The only permissible submissions are the award nominations themselves (see online Forms 31a and 31bc). No supporting exhibits are required, and none shall be considered.

APPENDIX M | INFORMATION & PUBLICITY PROGRAM AWARDS

- A. General. The Order's Information and Publicity (I & P) Program is broken into four separate overlapping areas which constitute the bulk of a meaningful program at the chapter level.
1. Newsletters. Chapter newsletters are primarily a means of communicating with companions of the chapter, other MOWW chapters and other Veterans' Service Organizations (VSO).
 - a. The newsletter has a secondary purpose to document chapter marketing, advertising, publicity, recruiting, outreach, and other activities. Newsletters are included as part of the Order's historical record thereby providing a historical record of the chapter.
 - b. The chapter newsletter editor is a key position as the newsletter is the most common way chapters maintain a record of the events of the year.
 - c. The chapter newsletter directly supports the chapter's Information and Publicity program, which also features news releases using the MOWW New Release Guide.
 - d. While the Order's hope is a minimum of six newsletters each operating year; chapters differ in size and capability and the Newsletter award seeks to promote excellence no matter the number of newsletters published.
 - e. Newsletters should be submitted to the MOWW Newsletter Program Manager to be posted to the National Newsletter Dropbox. Submitting newsletters to the Newsletter Program Manager automatically enters the Chapter in the newsletter award competition. All submissions must be received by 1 June via Dropbox or other means indicated by the Newsletter Score Sheet published each September. Late submissions will not be considered.
 2. News Releases. Submission of Chapter News Releases to the local media outlets is a means of publicizing the activities of the local chapter and the Order. News releases should be submitted following the Chapter News Release Guide which can be found on the MOWW National Website under moww.org.
 3. Social Media. Use of the various forms of social media is an additional means of publicizing the activities of the local chapter and the Order. Social media includes a Chapter website, Facebook, LinkedIn and other forms. Social media sites should follow the guidelines provided by the Order's Social Media Reference Guide which can be found on the MOWW National Website (moww.org).

4. Information and Publicity Award Program. The I&P Award program evaluates the totality of the chapter's involvement in the I&P Program. There are two separate and distinct awards given by the IPC, the Chapter I&P Award, and the Chapter Newsletter Award.
- B. Information and Publicity Award Program. The I&P Award program evaluates the totality of the chapter's involvement in the I&P Program. There are two separate and distinct awards given by the IPC, the Chapter I&P Award, and the Chapter Newsletter Award
1. Chapter Information & Publicity (I&P) Award.
 - a. The Chapter I&P Award evaluates the totality of the chapter's program which includes newsletters, news releases and social media.
 - b. Chapter commanders should submit the Chapter I&P Award Submission Form online (MOWW Form 18) prior to 1 June of each OY.
 - c. This award is presented annually at the MOWW Convention to the chapter which, in the IPC's judgment, has the most effective I&P program for the year. It includes published items (e.g., articles, news releases) and electronic media (e.g., television, radio, the internet). It covers three areas of the Chapter Program – newsletters, news releases, and social media.
 - d. The award recognizes first place, second place and third place in each of the three previously established chapter size categories (large, medium and small). First place will receive a MOWW flag streamer and certificate, 2nd and 3rd places receive a certificate recognizing their achievement.
 - e. Chapter Commanders, or designated representatives, MUST complete the Chapter I&P Award submission form online (MOWW Form 18) prior to 1 June of the current OY to be considered for this award. Upon completion and submission, Form 18 will be automatically electronically forwarded to the Chair, Information and Publicity Committee.
 2. Chapter Newsletter Award
 - a. The Newsletter Award is separate from the Chapter I&P Award and honors chapter newsletter excellence, recognizes chapter communication with its members and highlights goals and activities, shares best chapter practices, and promotes the good of the Order.
 - b. The award recognizes first place, second place and third place in each of the three previously established chapter size categories (large, medium, and small). First place will receive a MOWW flag streamer and certificate, 2nd and 3rd places receive a certificate recognizing their achievement.
 - c. To be considered for the Annual Chapter Newsletter Award, the Chapter Commander, or his designated representative, must complete the Chapter Newsletter Self-Scoring Worksheet (MOWW Form 24) found on the MOWW website: moww.org under "MOWW Forms". Self-scoring must be completed, and the form re-posted as instructed prior to 5 June of the current Operating Year (OY).

- d. The MOWW Form 24 may be “downloaded” at any time during the current OY and WILL be used by the Chapter to “self-score” the Chapter’s published chapter newsletters monthly, or when published.
- e. Once the self-scoring of the chapter’s newsletters has been completed for the current OY, the completed Form 24 must be “posted” back to the website following the instructions provided. Once posted, the Form 24 will be “automatically” electronically forwarded to the Chair, Information and Publicity Committee. This MUST be completed prior to 5 June of the current OY.
- f. Each September the I & P Committee will publish revisions/updates to the Newsletter Self-Scoring Worksheet which provides each newsletter editor with each category being scored along with the grading weights for the categories. Grading weights may change from year-to-year in order to support the CINC’s priorities for the program year.

APPENDIX N | CHAPTER ASSESSMENTS & TIGER TEAM PROGRAM

- A. General. The MOWW Policy Manual states, “The intent of the Order is that each generation of Companions preserve and protect their chapters, and help their chapter thrive, so they can be a source of companionship and a platform for community service.” All Companions, regardless of their position or tenure, have a role in that. The Policy Manual also states the good of the Order and its chapters are served when chapters are fully-functioning, vibrant, viable and sustainable, and Companions are personally fulfilled by their volunteer service and involvement in chapter activities.
1. Tiger Team mission execution is a collaborative effort between the visited chapter Companions and the Tiger Team members, who are subject matter experts primarily from the chapter’s parent region but may also be from throughout the Order. In-person and virtual participation is known as Hybrid Operations, which allows subject matter experts to either support the chapter on-site or from other locations via virtual means, e.g., HQ MOWW, the Strategic Growth Committee, and outreach committees. All shall support the chapter’s self-help effort to achieve the required attributes of being fully-functioning, vibrant, viable and sustainable.
 2. Region commanders are responsible for achieving Tiger Team success, as are chapter commanders. Region commanders shall identify those chapters needing Tiger Team assistance. They will directly control (straight line) Tiger Teams in coordination with their Supervising VCINC, and indirectly receive support (dotted line) from those line and staff activities who support such collaborative efforts.
- B. Purpose. Tiger Teams shall assist chapters in meeting as a chapter at least six times annually IAW the MOWW Strategic Plan, in publishing a chapter newsletter at least six times annually, and in achieving the chapter’s recruiting objective annually. The Tiger Team shall also assess and make recommendations regarding chapter and outreach program management.
1. Remember, a chapter is not necessarily in jeopardy if they are failing to comply with each one of the Strategic Goals. It is important for all involved to assess overall chapter health and Companion commitment.
 2. The CINC, SVCINC, VCINC, and the Chief of Staff are responsible for monitoring region Tiger Team status, progress, and expenditures.
- C. Tiger Team Selection. The region commander shall select the Tiger Team Leader, who together with the region commander, shall select the Tiger Team members based on those members’ leadership and management expertise and experience and their ability to communicate well and to inspire organizational improvement, raise morale, and foster an enduring team.
- D. Implementation.
1. Chapter Assessments. A Chapter Assessment (Enclosure 1) shall be completed on all chapters in the region yearly. Using the results of the chapter assessments along with the region commander’s knowledge of their particular chapters and intuition gained through experience, the region commander will judge which, if any, chapters are in need of assistance and, therefore, identified as chapters needing a Tiger Team Visit.

- a. Pre-Chapter Visit. The region commander shall communicate with the chapter being visited, initially by phone, explaining the purpose of the visit and agreeing to a date, time, and place for the first visit. This shall be followed by communicating this same information in writing. During the COVID-19 Pandemic, such “visits” should be virtual using Zoom or Microsoft Meetings to best support the health and safety of Companions. Doing so preserves the personalized, “face-to-face,” aspect of the “visit” while supporting best practices for health and safety.
 - 1) Review the Chapter Pre-Visit actions and the best practices in this document.
 - 2) Region commanders shall brief Tiger Team members on the chapter, highlighting focus areas.
 - 3) Region commanders and the Tiger Team Leader shall each be familiar with the contents of the documents listed in this paragraph and shall jointly review the documents in the same prior to each region Tiger Team visit. Tiger Teams shall likewise review these documents prior to each Tiger Team visit of which they are a part, whether they are taking part in-person or virtually.
 - 4) The Tiger Team shall share available information and data on the website with the chapter officers and program leads before the visit occurs.
 - 5) At a minimum, the Tiger Team shall gather the following information and data, most of which is on the MOWW Website (www.moww.org), “Companions Only”:
 - (a) Chapter Officers. Indicate total time in office, to include reelections and reappointments, and vacancies.
 - (b) MOWW Strategic Plan Report Card (Current OY).
 - (c) MOWW Member Roster (Chapter Roster).
 - (d) Recruiting Performance Metrics, (Current OY).
 - (e) IRS 501(C)(19) Membership Metrics, (Current OY).
 - (f) IRS Filing Compliance, (Current OY).
 - (g) Monthly Region Report, (Current OY).
 - (h) Region Conference Schedule, (Current OY).
 - (i) CINC's Intent, (Current OY).
 - (j) OY Chapter Activity Report, Raw Data (Excel Spreadsheet).
 - 6) In addition, the Tiger Team shall review the following documents:

- (a) Outreach Program Leads (e.g., ROTC Program, Scouting). Indicate total time in office, to include reappointments, and vacancies.
 - (b) Earlier Operating Year (OY) Chapter Activity Reports (CAR).
 - (c) The current Chapter Action Plan (CAP).
- b. Chapter Visit.
- 1) The Tiger Team shall verify that the visited chapter is aware of the following foundational documents, demonstrate they know where they are and how to get to them on the MOWW website. The Tiger Team will maintain awareness of the significance of these documents prior to, during, and after the chapter visit:
 - (a) MOWW Constitution.
 - (b) MOWW Preamble.
 - (c) MOWW Strategic Plan.
 - (d) MOWW Policy Manual.
 - (e) MOWW National Directory.
 - 2) MOWW Forms. Verify the chapter is aware of the tools available to them to facilitate chapter success in every area. Confirm the chapter is familiar with and use MOWW forms, e.g., the "Chapter Commanders Checklist" (MOWW Fm 19), "Chapter Annual Financial Review Checklist" (Optional MOWW Fm 21) and "Chapter Activity Report (MOWW Fm 27), among others.
 - 3) The Tiger Team shall recommend the "best practices" to the chapter commander to help the chapter achieve the desired results in chapter management and outreach programs IAW the MOWW Strategic Plan. It may also identify "best practices" within the chapter visited for onward distribution. (See ENCLS 3 and the MOWW website, www.moww.org, "Companions Only," "Training & Development," for examples of best practices.)
 - 4) The Tiger Team shall document the chapter's corrective actions, with assigned responsibilities, completion dates, with progress reports to completion. These items shall be attachments to the Tiger Team Post Visit Report (ENCL 2).
 - (a) Within ten (10) calendar days of the visit's conclusion, the Tiger Team Lead shall complete a required Post Visit Report in conjunction with the region commander who shall endorse the report and distribute it to the department and chapter commanders, CINC, supervising VCINC, Chief of Staff, and applicable others, e.g., committee chairs (ENCL 2).

(b) Within ten (10) calendar days of the visit's conclusion, each Tiger Team member that was required to travel to the chapter location (vs. conducting the Tiger Team visit via a teleconference or video-teleconference) must email their MOWW travel voucher (MOWW Fm 40) and scanned receipts to HQ MOWW. The preferred submittal method is to email the travel voucher and scanned receipts to finance@moww.org. However, mailing MOWW Fm 40 and receipts to HQ MOWW, 435 North Lee Street, Alexandria, Virginia 22314-2301, is acceptable.

c. Post-Chapter Visit.

- 1) Within ten (10) days of receiving a Tiger Team Post Visit Report, the region commander shall determine required follow up visits/actions and associated timing and desired outcomes in coordination with others as appropriate.
- 2) The region commander shall conduct a periodic review of chapters that underwent a Tiger Team visit to ensure that measures implemented are having the desired effects with further actions resulting until the region commander certifies in writing that the chapter has achieved a fully functioning, vibrant, viable and sustainable state. The contents and results of these reviews shall be summarized by the region commander in an After-Action Report and provided to the chain of command.

E. Reports.

1. Post Visit: Within ten (10) calendar days of the visit's conclusion, the Tiger Team Lead shall complete a required Post Visit Report in conjunction with the region commander who shall endorse the report and distribute it to the department and chapter commanders, CINC, supervising VCINC, Chief of Staff, and applicable others, e.g., committee chairs (ENCL 2).
2. Chapter Evaluation. Tiger Team Leader prepares the chapter evaluation and all aspects of the issues reviewed. This evaluation shall include specific risks, and concerns identified by the Tiger Team Leader, as well as the Team Leaders professional assessment and recommendations. This evaluation's format shall be based on a framework of MOWW's six Strategic Goals and shall be an attachment to the Tiger Team Post Visit Report.
3. After Action Report. The Tiger Team Leader shall provide the region commander a final report on corrective measures and the results derived from those measures. The After-Action Report shall consist of a summary of the Post Visit Reports. The region commander shall share a copy of this report with the chain of command. The Tiger Team Leader, in conjunction with the region commander and supervisory VCINC, shall assess chapter responses to Tiger Team findings and provide an overall evaluation based on the following rating structure:
 - a. Rating A. The chapter is fully functioning, vibrant, viable and sustainable and has no need for further Tiger Team Assistance. Region, department, and chapter commanders should annually assess the state of the chapter.
 - b. Rating B. The chapter is functioning but needs continued self-help, external assistance, and oversight by line and staff activities to support the chapter's efforts to achieve full

functionality, viability, vibrancy, and sustainability. Region, department, and chapter commanders should annually assess the state of the chapter.

c. Rating C. The chapter is a non-functioning chapter, and the chapter should take the actions outlined in the MOWW Policy Manual, Chapter 5 (“Chapter Leadership & Teamwork,” Paragraph J. 3., “Closing Chapters & Cadres.”)

Enclosures:

1. Chapter Assessments
2. Tiger Team Post Visit Report Format
3. Chapter Best Practices (Samples)

ENCLOSURE 1. CHAPTER ASSESSMENTS

A. General. To successfully serve the nation, its communities, and the people of those communities, MOWW chapters should be fully-functioning, vibrant, viable and sustainable for the good of the chapter and the Order. Together, command, staff and Companions across the Order ensure these things are achieved by periodically assessing the chapter and addressing issues discovered by establishing goals and objectives to address them.

1. Scalable and Aspirational Capabilities. While internal and outreach programs should be scaled to the capabilities of the chapter, the chapter should also be inherently aspirational. This facilitates the chapter growing, becoming stronger and more involved over time while also contributing to the increasing fulfillment of individual chapter members.

2. Continuous Improvement. Chapter assessments are essential to understanding how chapters within the Order are doing and how they may perform in the future. Consequently, chapter assessments are essential to having sustainable and continuously improving capabilities and outcomes. The goal of assessments is to collect and assess data and information that can help a chapter evaluate whether or not it is making progress towards their various goals and objectives, including whether chapters are demonstrating progress in achieving goals and objectives, and the mission.

B. Chapter Assessments. While chapter assessments may be done by any Companion, region commanders shall annually conduct one for each chapter in their region in May. Naturally, the guidance on conducting such assessments is necessarily descriptive and prescriptive.

1. Assessment Purpose. The purpose of annual chapter assessments is to obtain an overall understanding of the state of a chapter, e.g., its scalable capabilities, operations, performance, morale, and viability. Annual assessments are also used to identify chapters that might benefit from a Tiger Team intervention. The extent of these assessments will vary depending on the chapter (Paragraph C below). Chapter assessments are shared with the chain of command (i.e., chapter commanders, department commanders, region commanders, Vice Commanders-in-Chief, Senior Vice Commander in Chief, and the Commander in Chief), the Immediate Past CINC, and the Chief of Staff. Those holding these positions may share this information throughout the Order as they see fit.

2. Assessment Considerations. Assessments should include a variety of factors. First, chapters vary due to size (small, medium, and large) and by capabilities, which may be scalable due to the chapter's size or independent of the size of the chapter. Second, assessing chapters is not a "checklist activity" merely involving reviewing a predetermined list of factors, though such advance thinking is encouraged. Not surprisingly, assessments involve considering tangible and intangible factors, and measurable factors, and team and leader assessments.

3. Chapter Assessments. In addition to the considerations above, chapter assessments should consider the following:

a. Encumbered vs. Vacant Positions. Confirm the chapter's leadership team is in place, i.e., the commander, adjutant, and treasurer, at a minimum. Note that depending on the chapter's size and capabilities (which are scalable), the chapter may have other officers, e.g., Vice Commanders.

- b. Multi-hatting. Determine the extent to which members of the chapter's leadership team are multi-hatted. Some positions lend themselves to dual hatting, e.g., the adjutant and treasurer. However, a commander also serving as an adjutant or committee chair may be a different matter.
 - c. Chapter Leadership. Determine whether there are chapter leadership issues, e.g., officer health issues, chapter activity matters, chapter leadership residing out of the chapter's state.
 - d. IRS Filing & Reporting. Determine if the chapter filed with IRS and provided IRS evidence of the same to the TG IAW MOWW Bylaws, and whether the chapter commander and treasurer received initial and/or annual refresher training on filing with the IRS, etc.
 - e. MOWW Member Roster. Examine for late dues, bad addresses, incomplete information and rectify.
 - f. Monthly Region Report (MRR). Examine for growth in end strength, member retention, recruiting new members.
 - g. Chapter Action Plan (CAP). Examine for sufficiency and track status of efforts to achieve each element of the plan—including the Membership Plan.
 - h. Chapter Activity Report (CAR). Compare the CAP with the CAR to assess follow-up and follow through requirements, to assess leadership effectiveness, to examine the depth and breadth of Companion involvement, to assess chapter management, outreach programs, and progress.
 - i. Recruiting Performance. Look for compliance with MOWW Strategic Plan, annual recruiting goal and review the number of Companions recruiters, e.g., just one or two recruiters or does the chapter have a broader recruiting effort involving more chapter members. Also look for Companion involvement and retention results once a new member is recruited.
- C. Chapter Determinations. In assessing each chapter per above, those performing the assessment should indicate how any given chapter aligns with one of the four following categories. This assists the chapter, region, and Order in knowing how to proceed with respect to the chapter.
- 1. Exceeds Expectations (viable & sustainable). Determine if the chapter meets regularly (staff meetings and general meetings), meets, or exceeds recruiting objectives, has a succession plan, has a mentoring, training, and development program, operates successful outreach programs, etc., and performs well vis-à-vis leadership, management, and outcome criteria.
 - 2. Meets Expectations (viable but has watch factors). The chapter meets standards, though it may exhibit warning signs in certain areas. It operates activities directed towards meeting one or more of MOWW's Strategic Goals and one or more of the of the Preamble tenets. Warning signs should prompt a chapter-managed get-well plan with close monitoring by higher-level leaders.
 - 3. Does Not Meet Expectations (in crisis). The chapter has a history of exhibiting limiting factors in, for example, the areas of recruiting, involvement, activities focused on Strategic Goals or the Preamble, and communications and meetings. The chapter needs a, local recovery plan supported by growing numbers of chapter Companions to prevent closure.

4. Close Chapter (not recoverable). The chapter is nonviable, sustainable, or recoverable. Leadership is disengaged or not present. Chapter and chain of command efforts to recover and sustain the chapter have failed. The chapter should be closed.

ENCLOSURE 2. TIGER TEAM POST VISIT REPORT FORMAT

Directions: The Tiger Team Post Visit Report is detailed in this enclosure. The Chapter Assessments (Enclosure 1), elements of the Pre-Chapter Visit (MOWW Policy Manual, Appendix N, Paragraph 4.a.1), and the Chapter Evaluation (MOWW Policy Manual, Appendix N, Paragraph 5.b.) prepared by the Tiger Team Leader shall be included with the Tiger Team Post Visit Report.

1. Chapter visited and the inclusive dates of the visit.
2. Tiger Team Leader and Members (in-person and virtual).
3. Chapter Action Plan (CAP).
4. Chapter Officers & Program Leads (e.g., ROTC Outreach Program leader, Scouting Outreach Program lead):
 - a. Indicate how long each has been in that position, to include reelections and reappointments.
 - b. Indicate the chapter members who are multi-hatted at chapter, department, region, and/or national levels.
5. Chapter Outreach Program Summary (use Annual CAR data):
 - a. Patriotic Education.
 - b. ROTC/JROTC.
 - c. Scouting.
 - d. Veterans Affairs.
 - e. Public Safety/Law & Order.
 - f. National/Homeland Security.
6. Companion Participation (use Current OY CAR data):
 - a. Chapter general meetings.
 - b. Chapter staff meetings.
 - c. Region conferences (fall & spring).
 - d. Annual MOWW Convention.
7. Strategic Plan Goals:

- a. Strategic Goal (SG 1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.
 - b. Strategic Goal (SG 2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.
 - c. Strategic Goal (SG 3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies, and local community engagement.
 - d. Strategic Goal (SG 4): Annually grow engaged and sustainable MOWW Membership.
 - e. Strategic Goal (SG 5): Increase revenues ensuring adequate financial resources to fulfill the Order's Mission.
 - f. Strategic Goal (SG 6): Increase the number of chapters and strengthen existing chapters.
8. Organizational Structure Summary:
- a. Officer Position Vacancies and Multi-Hatted Positions. Identify by position and incumbent, if any.
 - b. Membership: Number of Companions attending meetings; number of active Companions. Also consult the prior year Chapter Activity Reports (CAR).
 - c. Finances: Assess the chapter budget, the chapter's annual self-audit of expenditures and the chapter's revenue stream.
9. Tiger Team Leader Assessment:
- a. Conclusions.
 - b. Follow-up and follow-through actions to take.
 - c. Recommendations.

ENCLOSURE 3. CHAPTER BEST PRACTICES (SAMPLES)

1. General. The best practices below are not an all-inclusive listing of best recruiting practices but are a representative sampling. They should stimulate the development of additional best practices. These best practices can be applied directly or modified to best suit local chapter conditions.
2. Sample best practices.
 - a. Reinforce continuity of operations.
 - 1) Know about your Order so as an informed Companion, you can be a source of crucial information and informed guidance and mentoring. Be familiar with and use the MOWW website (www.moww.org), especially the contents of "Companions Only," including the MOWW Constitution, MOWW Bylaws, MOWW Strategic Plan, MOWW Policy Manual, and the MOWW National Directory.
 - 2) Know about the tools available to you to facilitate chapter success in every area. Be familiar with and use MOWW forms, e.g., the "Chapter Commanders Checklist" (MOWW Fm 19), "Chapter Property Management" (Optional MOWW Fm 20), "Chapter Annual Financial Review Checklist" (Optional MOWW Fm 21), "Convention Delegate Appointment" (MOWW Fm 22), "Chapter Nominating Committee Member/Alternate" (MOWW Fm 23), "Chapter Activity Report" (MOWW Fm 27), and "National Citation Nomination" (MOWW Fm 17).
 - 3) Develop a continuity book for key positions, e.g., commander, adjutant, treasurer, outreach program leads, etc., and for key processes, e.g., processing new member applications and installing them once the membership credentials are received. Then, consider reviewing key processes during chapter staff meetings, e.g., membership application processing and the installation of new Companions. For example, doing the latter prevents losing the inertia and enthusiasm of recruiting a new Companion and giving them a specific role to play in the chapter. This would include inducting the new member within "X" days of receiving the membership credentials.
 - 4) Expeditiously complete and submit MOWW Fm 1, "Membership Application."
 - a) Ensure the form is filled out so it is clear and legible.
 - b) For newly commissioned officers, provide the month and year of the commission to ensure that it is less than 1-year.
 - c) For National Guard officers and Senior Non-commissioned officers, provide the state in which they served. If retired from the Guard, provide the proper service and status that they wish to use (i.e., the regular service extension or the Guard extension.)
 - d) For Hereditary members, review all documentation and lineage statements to ensure compliance with the MOWW Constitution, Bylaws, and Policy Manual, i.e., not greater than two degrees of consanguinity.

- e) Please be sure that payment is included with the application. If payment is not via a check or money order, then include credit card information in the space provided on the application.
- b. Plan and achieve what is planned, and link authority with accountability.
 - 1) Chapter Annual Plan (CAP). CAPs need only be one page long and organized around the six Strategic Goals of the MOWW Strategic Plan. Share your CAP with your department and region commander and ask them for feedback and suggestions before you implement.
 - 2) Annual chapter budget. Approve an annual chapter budget in June in preparation for the Operating Year (OY) starting each July.
 - 3) Annual chapter schedule. Develop an annual chapter schedule that supports each OY's Chapter Annual Plan (CAP) execution success.
- c. Meet regularly. Chapters should meet at least every other month—either in-person or virtually. Meeting reinforces belonging to the chapter team and promotes greater involvement in chapter activities.
- d. Communicate regularly.
 - 1) Chapters shall communicate with their members regularly, but at least every other month, ideally via a chapter newsletter. Absent a newsletter, a chapter commander email that goes out to all chapter Companions suffices. Doing so keeps all informed and lets them know about opportunities to be involved and more.
 - 2) In addition, use a “recall roster” or a “pyramid alert roster,” which is used by some chapters. In this case, develop a cadre of Companions who will contact all chapter Companions monthly to see how they are doing, to remind them of chapter meetings and other events, to see if they need a ride or some other assistance, and to reinforce the value of being a chapter member and an MOWW Companion. This regular contact can help Companions avoid becoming late in their dues payments.
- 3. Regular Members: Ensure regular members (veteran or hereditary) understand they must pay their annual dues promptly. Not doing so will cause their membership to lapse and if left unpaid, will avoidably end their membership.
 - a. Assign a staff member, usually the Adjutant, to the task of checking the MOWW website Membership database monthly. On your computer browser, www.moww.org will connect to the website. Log in to your account. Go to “Chapter Officer Resources” then click on “Member Roster.” Open that database to see the chapters listed in alphabetic order. Check your chapter member roll to identify RMs/HRMs who are late in paying their annual membership dues; they are highlighted in RED. Also check for and correct bad addresses, which are highlighted in YELLOW.

- b. By whatever means works best for your chapter, call those RMs and remind them to renew their annual membership. Have them confirm with you when they have submitted their renewal.
4. Local Area Functions: Attend local functions that have veterans in attendance. Wear MOWW headgear, the MOWW neck ribbon and insignia, the MOWW membership pin and/or MOWW medals, or an appropriate veteran's cap.
 - a. Meet other veterans, determine how long they served, ask them what rank they were when they left the service (this will tell you whether they are eligible for membership). If they are or were a commissioned or warrant officer or senior non-commissioned officer veteran, they are eligible for MOWW membership. If they are not a commissioned or warrant officer or senior non-commissioned officer veteran but their parents or grandparents were, then they are eligible as a Hereditary Member. Also ask if they participate in a veteran's organization and how they enjoy that organization. Be prepared to give a 30 second overview of MOWW and what it does. Then invite them to your chapter's meeting.
 - b. If they attend a chapter meeting or function, introduce them with a 90 second biography of them. Provide a Visitors Packet containing a chapter newsletter and other material, e.g., a copy of *The MOWW Review*[®] and a MOWW Membership Application (MOWW Fm 1). Show them how to fill out the application. Explain the difference between an RM and a PM membership. Ensure your chapter has a meaningful chapter meeting program, i.e., one that will cause guests to want to return.
5. MOWW Business Cards: It is always good practice to carry MOWW business cards with you. When you meet other veterans or potential members, exchange contact information and follow up with a call or email inviting them to your next meeting.
6. Information and Publicity.
 - a. Have your Adjutant or an appointed chapter Companion be a liaison with local media, e.g., newspapers, radio, television. Using the online MOWW News Release Guide (Parts I and II) on the MOWW website, develop news releases with digital photos of chapter activities, e.g., awards presentations, chapter accomplishments and achievements. News releases should be developed to highlight every chapter activity. For more information, go to the MOWW website (www.moww.org).
 - b. Invite newspaper reporters to special chapter events, Christmas dinner/parties, Companion induction ceremonies or other events of local interest, such as Phoenician Award presentations, YLCs, YLSs, and MOCs.
7. Recruiting Focused Social Functions:
 - a. Consider hosting a casual wine and cheese party at a Companion's home. Invite your active members and ask them to bring at least one potential candidate for membership. Also, invite YLC students and a counselor with their parents to the function. Have them be the program and let each student and the counselor tell all what attending the YLC meant to them as well as how it made them a better person. They will hit a home run for you. Have applications available

for the guests as well as MOWW marketing materials or chapter newsletters available as handouts.

b. Consider a casual picnic with the same invitees. Serve hot dogs, hamburgers, or BBQ. Again, allow the YLC students and parents to provide the program and tell their stories. Provide the materials outlined above to guests.

c. Consider having a monthly meeting in the evening (if it is during the school year) so the YLC students will be able to attend without missing school with the same agenda as in the two examples above. You will be surprised the results you will get from these young people in talking about their YLC experiences.

APPENDIX O | GAS PERSHING CHAPTER OF THE YEAR AWARD PROGRAM

- A. General. The General of the Armies (GAS) John J. Pershing Chapter of the Year Award is presented annually by the Order at the MOWW Convention to the chapter that best exemplifies and demonstrates the highest level of achievement during the operating year (OY). Top honors include significant contributions and noteworthy positive impact to the Order's vision, mission, tenants of the constitutional preamble, and implementing the Commander in Chief's Intent and Priorities, and Strategic Plan stated objectives "results-based" benchmark application.
- B. Award Competition. This annual award recognizes and is presented to the first, second, and third-place small chapter (≤50 living members), medium chapter (51 – 99 living members), and large chapter (≥100 living members) categories. All first-place chapter category winners receive a MOWW flag streamer, an award certificate, and a cash monetary award of \$500. The "second" place and "third" place chapter award category recipients receive MOWW certificates.
- C. Award Criteria. All MOWW Chapters are eligible and automatically considered for this prestigious annual award by complying with the following baseline criteria.
1. FM-27 Chapter Activity Report (CAR) Submission. The chapter must complete and submit an annual final FM-27 CAR, as per Strategic Plan 2023-2028 Annex A (Implementation).
 2. Recruitment Goal Validation. The chapter must "meet" or "exceed" their designated chapter category operating year recruitment goal, to be eligible to compete for this award.
 3. FM-27 CAR chapter data is collected and compiled by HQ MOWW and forwarded to the Pershing Chapter of the Year Working Group (PCOYWG) for completion of the award selection process.
- D. Award Timeline.
1. 1 JUN – All End of Year (EOY) (1 JUL to 30 JUN) FM-27 CARs are due to HQ MOWW.
 2. 9 JUN – HQ MOWW collects, compiles, sorts, and packages all PCOY award program screening data results, using the "unweighted" FM-27 CAR and submits to the PCOYWG.
 3. 14 June – The PCOYWG convenes to conduct a weighted review of the award-recipient standings submitted by HQ MOWW. The Working Group completes a comprehensive validation of all award-standing data and issues its final decision to HQ MOWW.
 4. 15 JUN – GAS PCOY WG notifies HQ MOWW and the CINC of the chapter award winner in each category.
- E. Award Scoring. All MOWW Chapters are eligible and automatically considered for this annual award, contingent upon verification of award-program eligibility requirements, screening of activity/performance scoring data, and final approval of award recipient placement. The PCOY Working Group (PCOYWG) employs a two-phased scoring, review, and validation process.

1. FM-27 Chapter Activity Report (CAR) “Unweighted” Scoring Process. HQ MOWW conducts a preliminary award-eligibility screening using the end-of-year FM-27 CAR data submitted by each chapter. This initial screening confirms that chapters meet the two mandatory baseline eligibility requirements (see Section C. Award Criteria).

Once eligibility is confirmed, HQ MOWW compiles and tabulates all CAR data to produce the chapter-standing listings for each category. The top three chapters in each category are identified, and the resulting standings are forwarded to the PCOYWG for the next phase of “weighted” review, validation, and final placement determination.

2. GAS PCOY Working Group “Weighted” Screening and Final Placement Approval. During the weighted review phase, the PCOYWG evaluates each chapter’s standing across all submitted national committee award programs, including those with added strategic value related to Strategic Goal 1 outreach and partnership-building efforts. Reference materials used in this weighted review and final placement determination are provided in: Table 7.5: MOWW Program Awards and Table 7.6: MOWW Community Awards.

Note: All scoring procedures and award validation documentation is electronically archived and will be made available for public review after the conclusion of the annual MOWW National Convention.

F. Award Judging. The PCOYWG manages and oversees the General of the Armies John J. Pershing Chapter of the Year Award Program. The Working Group is composed of the SVCINC (Chair), IPCINC (Vice Chair), and four VCINCs (Members). Upon completing its weighted review of the chapter-standing data received from HQ MOWW, the PCOYWG will, through consensus discussion and group vote, issue its final approval of award-winner chapter placements.

G. Award Category Winner Announcement. All award winners are announced at the annual MOWW National Convention during the CINC’s Banquet on the last night of the Convention. If the convention is not held, the award recipient winners will be announced using alternate means and the awards will be mailed to the corresponding chapter commander.

APPENDIX P | REGION CONFERENCES SCHEDULE

REGION CONFERENCE | COMPANION SCHEDULE

FRIDAY — ARRIVAL & HOTEL CHECK-IN **CONFEREES, SPOUSES & GUESTS**

- Arrive & hotel check-in as desired, with activities & meals at leisure

SATURDAY — BUSINESS AGENDA (TAKE BREAKS AS NEEDED) **DRESS: Business Casual**

0800-0830	OPENING CEREMONIES (DRESS: CASUAL)	PRESENTER
0800-0805	Invocation	Host Chapter Chaplain
0805-0810	Pledge of Allegiance	Host Chapter Commander
0810-0815	Preamble to the MOWW Constitution	Host Chapter Companion
0815-0820	Region Commander Welcome & Report	Region Commander
0820-0830	Region Commander Welcome & Report	Region Treasurer
0830-0845	Election & Installation of Region Staff	

0830-1600	BUSINESS SESSION (DRESS: CASUAL). TAKE BREAKS AS NEEDED	PRESENTER
0830-0845	CINC Remarks	CINC
0845-0900	State of the Region	Region Commander
0900-0945	Old Business	
0945-1545	New Business	
	<i>0945-1030 Region Officer Succession Plan</i>	<i>Region Commander</i>
	<i>1030-1115 Region Conf. Schedule (fall and spring)</i>	<i>Region Vice Commander</i>
	<i>1115-1215 Chapter Commander Training</i>	<i>TBD</i>
	<i>1130 Working lunch</i>	
	<i>1215-1300 IRS Tax Filing & TG Certification Training</i>	<i>TBD</i>
	<i>1300-1330 Awards & Recognition Training</i>	<i>TBD</i>
	<i>1330-1415 MOWW Website Training</i>	<i>TBD</i>
	<i>1415-1500 Chap Action Plan & Chap Activity Report Training</i>	<i>TBD</i>
	<i>1500-1600 Best Practices: Recruiting & Participation (SG-4)</i>	<i>TBD</i>
	<i>1600-1615 Break/Set-Up for Memorial Service</i>	

1600-1700	CONCLUDING CEREMONIES (DRESS: CASUAL)	PRESENTER
1615-1655	Memorial Service	Host Chapter Chaplain
1655-1700	Benediction	Host Chapter Chaplain
1700	Region conference is recessed	

1700-1800 FREE TIME AS DESIRED CONFEREES, SPOUSES & GUESTS

1800-2100	EVENING ACTIVITIES	DRESS: MESS DRESS
1800-1900	No-Host Cocktails (Mess Dress or equivalent)	Host: Region Commander
1900-2100	Region Dinner. Includes installation of new officers and presentation of awards. (Mess Dress or equivalent)	Host: Region Commander

SUNDAY — BUSINESS AGENDA (TAKE BREAKS AS NEEDED) **DRESS: BUSINESS CASUAL**

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|-----------|---|-----------|
| 0900-1030 | Chapter Health Review (Identify Actions Required) | Conferees |
| 1030-1100 | Action Item Review (include OPR/OCR & ECD) | Conferees |

1100-1155	“For the Good of the Order” discussion	Moderator: Region Commander
1155-1159	Benediction	Host Chapter Chaplain
1200	Region conference is adjourned	Region Commander

REGION CONFERENCE | SPOUSE/PARTNER SCHEDULE

FRIDAY — ARRIVAL **DRESS: As desired**

SATURDAY — TOUR **DRESS: Casual**

1100-1500	SOCIAL EVENT	SPOUSES/GUESTS
1100	Depart from hotel	Guide: Host Chapter POC
1130	Lunch	Location TBD
1230	Local Event/Activity	Location TBD
1500	Travel to hotel	Guide: Host Chapter POC
1530	Arrive at hotel	
1800-2100	EVENING ACTIVITIES	DRESS: MESS DRESS OR AS APPROPRIATE
1800-1900	No-Host Cocktails (Dress: Mess Dress)	Conferees, Spouses/Guests
1900-2100	Region Dinner (Mess Dress or equivalent)	Conferees, Spouses/Guests

SUNDAY — DEPARTURE **DRESS: CASUAL**

1200	DEPARTURE	DRESS: CASUAL
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APPENDIX Q | PREPARING FOR THE ANNUAL MOWW CONVENTION

MOWW command and staff elements annually prepare and submit reports and award nominations to summarize operational results, recognize chapter and Companion excellence, share best practices, and identify areas needing action. These results are annually published in the MOWW Almanac which represents the Order's historical record for the OY. Early submissions are encouraged; late submissions are not considered. Suspense's are identical to prior years. VCINCs, commanders and national committees should plan and execute accordingly.

NATIONAL OFFICERS SUBMIT ANNUAL REPORTS TO THE CHIEF OF STAFF BY 1 JUNE, ANNUALLY

- National Officer reports summarize operational results focused on achieving MOWW Strategic Plan goals and desired outcomes and enhancing the Order. They are published in the Convention Book.
- The following National Officers submit annual reports: CINC & CEO; SVCINC; VCINCs; Chief of Staff & COO; Chairman, Board of Trustees; Treasurer General & CFO; Judge Advocate General; Surgeon General; Chaplain General; Historian General; General Staff Officers; national committee chairs, and; region commanders. **Late submissions are not considered.**
- Submit reports in a Word.doc format as an attachment to an email to chiefofstaff@moww.org. Limit submitted reports to three pages.

CHAPTERS SUBMIT PROGRAM AWARD NOMINATIONS TO COMMITTEES BY 1 JUNE, ANNUALLY

- Chapter submissions record achievements based on Strategic Plan goals and desired outcomes.
- Submission requirements are IAW the MOWW Policy Manual, as supplemented by the applicable national committee's guidance. **Late submissions are not considered.**
- To view the MOWW National Directory (to contact national committees) and review the MOWW Policy Manual (for guidance), go to www.moww.org, log in, then click on "Chapter Officer Resources," then select "MOWW National Directory."

COMMANDERS SUBMIT NATIONAL CITATION NOMINATIONS TO HQ MOWW BY 1 JUNE, ANNUALLY

- Region, department, and chapter commander nominations honor notable Companion service.
- Commanders at all levels submit their National Citation recommendations via the **online** (only) MOWW Form 17, National Citation Nomination (no other means of submission will be accepted). **Late submissions are not considered.**
- Eligible nominee requirements are found in the MOWW Policy Manual, Chapter 7 (Awards & Decorations), Paragraph B.8. (National Citation). Do not abbreviate words or use acronyms.
- Submitting commanders will receive an approved National Citation for timely presentation to recipients. National Citation recipients are listed in the MOWW Convention Book.

COMMITTEES SUBMIT PROGRAM AWARD RECIPIENTS TO HQ MOWW BY 15 JUNE, ANNUALLY

- Committee submissions recognize superb chapter and Companion performance in all program areas.
- National committee chairs must email the committee's list of award selectees to membership@moww.org by 15 June, annually. The selectees can either be in the body of the email or in a Word.doc attachment. **Late submissions are not considered.**
- Remember, award results are not releasable in whole or in part or awards presented until the MOWW Awards Luncheon at the annual MOWW Convention. Awards recipients will be published in *The MOWW Review*[®].