

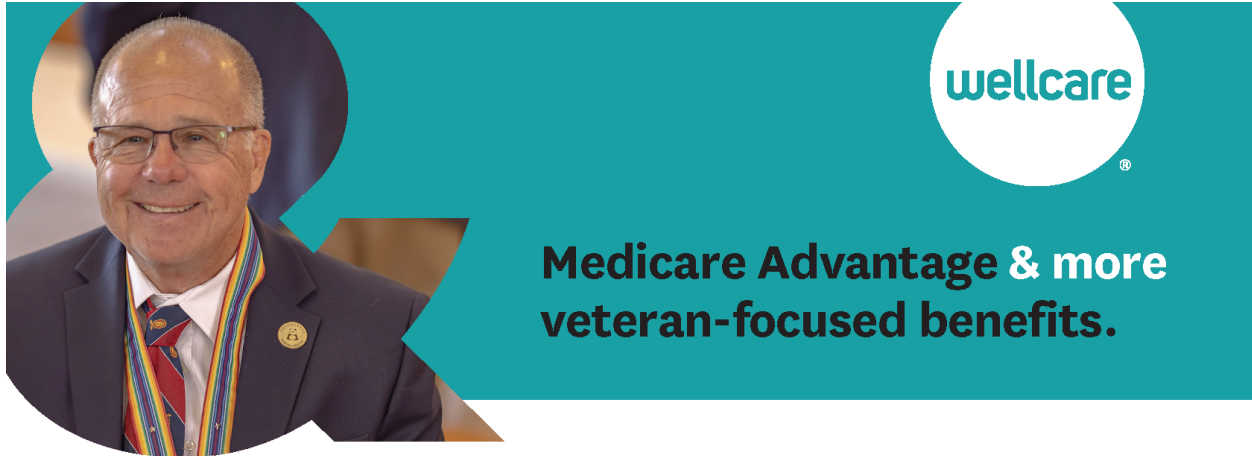


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MILITARY ORDER
OF THE WORLD WARS

2026 MOWW ALMANAC

OPERATING YEAR 2025



Wellcare Medicare Advantage benefits go beyond Original Medicare to work right alongside your VA coverage! You may qualify for benefits, such as:

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- Vision coverage
- Hearing coverage
- Online doctor visits and free fitness benefits
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*** MOWW ***
MILITARY ORDER
OF THE WORLD WARS

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MOWW 2025-2026 IMPACT SHEET



★ MOWW ★

MILITARY ORDER
OF THE WORLD WARS

*Dedicated to Serving Youth,
Community, and Nation*

2025-2026: OUR IMPACT

77

**YOUTH LEADERSHIP
EVENTS**

1,614

**STUDENTS
ATTENDED**

About Us

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

Get Involved

MOWW has 76 chapters with over 6,400 members in 34 states and Puerto Rico. Find a Chapter near you and join us in our good work.

MOWW.ORG

RECOGNIZING YOUTH ACHIEVEMENTS



**ROTC
MEDALS
OF MERIT**



**JROTC
MEDALS
OF MERIT**



**GIRL SCOUTS
USA
AWARDS**



**SCOUTING
AMERICA
AWARDS**

**MOWW CHAPTERS SUPPORTED
1,747 JROTC AND ROTC UNITS**

3,486

**EVENTS TO
SUPPORT:**

- ✓ VETERANS
- ✓ LAW ENFORCEMENT
- ✓ FIRST RESPONDERS
- ✓ NATIONAL SECURITY
- ✓ LOCAL COMMUNITIES

NOW OPEN TO ALL VETERANS

*Join a national network of
veterans making a difference in
communities across the country!*

Join Us



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CONVENTION GUIDANCE

PREAMBLE TO THE MOWW CONSTITUTION

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

DIGNITY OF THE ORDER

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

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

While discussion is encouraged, we should never forget that every Companion is a veteran or a hereditary family member of a veteran. As such, they should be afforded every dignity and respect—regardless of the forum, the means of communication, or the issue.

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

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

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

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

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

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



**MILITARY ORDER
OF THE WORLD WARS**

MOWW CONVENTION RULES

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

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

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

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

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

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

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

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

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

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

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

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

MOWW CONVENTION DELEGATE INFORMATION

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

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

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

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

- | | |
|--|--|
| A. Commander-in-Chief | L. Past Commanders-in-Chief |
| B. Senior Vice Commander-in-Chief | M. Chairman, Council of Area Commanders |
| C. Vice Commanders-in-Chief (four each) | N. Assistant Treasurer General |
| D. Chief of Staff (ex officio without a vote) | O. Assistant Judge Advocate General |
| E. The MOWW Board of Trustees | P. Assistant Surgeon General |
| F. Treasurer General | Q. Assistant Chaplain General |
| G. Judge Advocate General | R. Assistant Historian General |
| H. Surgeon General | S. Region, Department and Chapter Commanders |
| I. Chaplain General | T. General Staff Emeritus Members |
| J. Historian General | U. Chairs of all National Committees |
| K. General Staff Officers (No more than 10, Appointed). [Section revised by National Convention approval in 2022.] | V. Directors of Youth Leadership Conferences (YLC) sanctioned by the Order (if not otherwise members of the General Staff) |
| | W. General Staff Appointed EXCOM Members (3) |

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

REVISED NOMINATING COMMITTEE PROCESS

During the 2025 MOWW Convention in Tucson, Arizona the members of the Nominating Committee expressed their desire to simplify and streamline the process for arriving at a recommended slate of National Officers for presentation to the delegates at convention. As a result, a revised Appendix E: *MOWW Candidate Nominating Process* document was drafted, reviewed by members of the Nominating Committee, approved by the EXCOM, and included in the latest update to the MOWW Policy Manual. This document can be reviewed in the Member's section of the MOWW website and should be read by all potential candidates for national office as well as all members of the Nominating Committee.

The following is a summary of the pertinent changes to the nominating process:

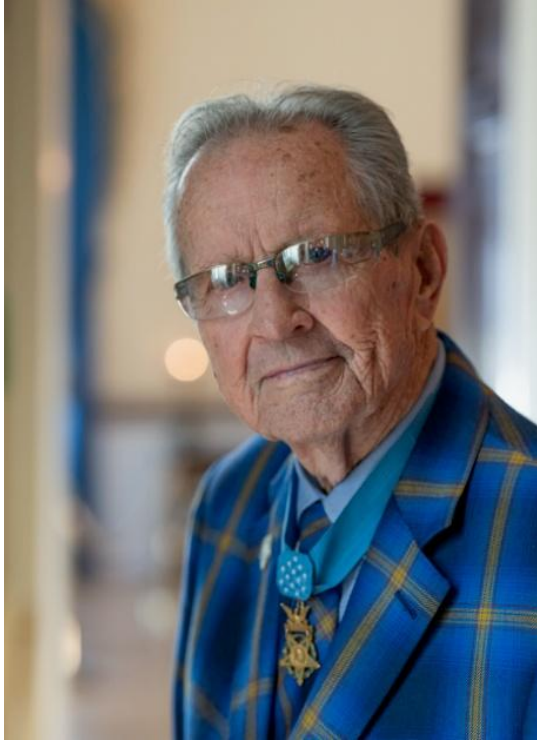
1. Potential candidates for national office will need to declare their intentions in writing to the Chief of Staff and the Chair, Nominating Committee NLT 1 June. After 1 June, a potential candidate will need to be nominated from the floor per instructions in Appendix E.
2. Instead of using convention time for candidate presentations, the candidate shall write and submit a one page document NLT 1 June containing the following items: picture; biography; activities and offices held in the MOWW; platform. This document will be published on the MOWW website, in the MOWW Convention Almanac, and any other venue to ensure the widest distribution to Companions.
3. Unopposed candidates for a specific office by 1 June will automatically be approved to be on the slate of national candidates that is presented to the delegates at convention by the Nominating Committee.
4. Those offices that have two or more candidates competing for the same position will require an in-person Nominating Committee meeting to select the one candidate who will appear on the Nominating Committee's selected slate of candidates.
5. A Nominating Committee meeting will only need to be conducted if there are two or more candidates competing for the same national office.
6. Nominations from the floor will still occur during the business meeting portion of the convention.

MOWW National officers include: Commander in Chief; Senior Vice Commander in Chief; Vice Commanders in Chief (4); Treasurer General; Judge Advocate General; Surgeon General; Chaplain General; Historian General. These positions are open to any Companion in good standing without further prerequisites.

The MOWW needs Companions' ideas, energy, and commitment. Please consider running for National Office.

DISTINGUISHED SERVICE AWARD

Major General Patrick Henry Brady
United States Army (Retired)



"I cannot emphasize enough the role my faith played in any success I have had. It was the source of whatever courage I had, a constant source of comfort, of calm and of the confidence that allowed me to do things that for me would have otherwise been impossible. For reasons that escape me, the Good Lord has seen fit to bless my life in so many ways, not the least of which was saving lives."

Major General Brady spent over 34 years in the Army serving in duty stations all over the world. He was in Berlin before and after the building of the Wall. He served in the Dominican Republic during that conflict, in Korea as commander of the troops at the Joint Security area of the DMZ and for 2 years in Vietnam as a helicopter ambulance pilot. He has eight years' service with America's citizen soldiers, our Reserve Components, and is a former Chief of Army Public Affairs.

While in Vietnam he was awarded the Medal of Honor for a series of helicopter rescues which began at sunrise and ended after dark. Repeatedly he was warned by competent advisors that the missions were impossible due to weather, the enemy situation and mines. Major Brady convinced them

it had been and could be done. On three different missions and six tasks Major Brady helped rescue wounded soldiers from areas where other aircraft failed, on one mission 7 times. On two different occasions his aircraft were hit by automatic weapons fire. On a third, his aircraft was severely damaged by a mine. Major Brady's aircraft were so severely damaged that three aircraft were required to complete the missions and at the day's end the aircraft he flew had over 400 holes in them. In the process two crew members were wounded. That day Major Brady evacuated over 70 patients many who would have died without expeditious medical care.

In two tours in Vietnam, he flew over 2500 combat missions and helped rescue over 5000 wounded, men, women, and children, enemy as well as friendly. He developed foul weather and tactical techniques for air ambulance rescues never before executed in combat for which he is identified in the Encyclopedia of the Vietnam War and other books as the top helicopter pilot in that war.

Gen. Brady is the only living veteran to hold both the Medal of Honor and the Distinguished Service Cross, our nation's second highest award, and one of very few soldiers ever to hold 4 awards of the Army's three highest awards — The MOH, the DSC and the DSM (2). He earned over 85 medals, 65 combat related 12 for valor. His other awards include: the Defense Superior Service Medal; the Legion of Merit; six Distinguished Flying Crosses; two Bronze Stars, one for valor; the Purple Heart, the Vietnamese Cross of Gallantry with palm and silver star and 53 Air Medals, one for valor.

MG Brady is widely recognized as the most highly decorated living veteran as well as the top helicopter pilot in Vietnam. His civilian awards include the Distinguished Citizen Award from the American Legion, their highest award, and the Daughters of the American Revolution's Medal of Honor.

General Brady is a Master Army Aviator and member of both the Army Aviation and Dust Off Halls of Fame. He is the first and only Army Aviator in the National Aviation Hall of Fame. He is also the only Army Aviator to receive the Bob Hoover Freedom of Flight Award and was recently inducted into the Living Legends of Aviation.

General Brady is a past President of the Congressional Medal of Honor Society. He has a bachelor's degree in psychology from Seattle University and an MBA from Notre Dame University. He is a former Commissioner of the Battle Monuments Commission at the time it completed the World War II memorial.

Along with his daughter Meghan he published *Dead Men Flying* which covers his experiences with the origin and execution of Aero Medical evacuation in Viet Nam, called Dust Off, the greatest battlefield life saver in history.

Despite his numerous awards, General Brady is convinced that it is not what you did to earn the medals, but what you do as a result that defines a person. He believes he was saved to serve. Accordingly, he has dedicated his life to our youth, the elderly and veterans.

CONVENTION

2026 MOWW CONVENTION AGENDA | VERSION 10

Tuesday, 11 August 2026 Dress: Casual				
TIME	EVENT	SET-UP	LOCATION	ATTENDEES
0800-1600	GOLF OUTING & LUNCH	Fort Sam Houston Golf Club		ALL Golfers
Wednesday, 12 August 2026 Dress: Casual				
0800-1000	Pre-Convention EXCOM Meeting	(Conference, 15)	Villa	EXCOM Members
0800-1530	TOUR 1: Hill Country Tour – Fredericksburg, TX			ALL AVAILABLE
1200-1330	LUNCH AS DESIRED			
1600-1730	Hann-Buswell Chapter Meeting	(Classroom, 60)	Hildalgo	H-B Chap Members
1800-2100	CINC Welcome Buffet	(Banquet, 175)	Navarro	All Attendees
Thursday, 13 August 2026 Dress: Casual (Hann-Buswell Memorial Chapter Dinner: Mess Dress)				
0700-0830	Breakfast Buffet	Rounds, 125	Olivares	All Attendees
0800-0845	CINC Opening Remarks	(Classroom, 140)	Hildalgo	All Attendees
0900-0945	“Why are we Here” – MOWW Programs Seminar	(Classroom, 140)	Hildalgo	All Attendees
0900-1530	Tour 2: Downtown San Antonio			ALL AVAILABLE
1000-1130	Keynote Speaker: Ryan Holiday	(Classroom, 140)	Hildalgo	All Attendees
1130-1300	Council of Past CINC's Luncheon	(Conference, 15)	Villa	CPC/CINC/SVCINC/CS
1130-1300	LUNCH AS DESIRED			
1300-1415	YLC, YLS Panel Discussion	(Classroom, 140)	Hildalgo	All Attendees
1430-1515	ROTC/JROTC Seminar	(Classroom, 140)	Hildalgo	All Attendees
1530-1600	Scouting Seminar	(Classroom, 140)	Hildalgo	All Attendees
1600-1700	Recruiting & Retention Seminar	(Classroom, 140)	Hildalgo	All Attendees
1800-2100	Hann-Buswell Chapter Dinner	(Banquet, 60)	Olivares	H-B Chap Members
	DINNER AS DESIRED			
Friday, 14 August 2026 Business Casual				
0700-0830	Breakfast Buffet	Rounds, 125	Olivares	All Attendees
0800-0900	MOWW Chapter Marketing Toolkit	(Classroom, 140)	Hildalgo	All Available
0915-1000	NYCS Program Update	(Classroom, 140)	Hildalgo	All Available
1015-1100	National Security Program Seminar	(Classroom, 140)	Hildalgo	All Available
1130-1330	MOWW Awards Luncheon	(Banquet, 175)	Navarro	All Attendees
1400-1445	Veteran Affairs Program Seminar	(Classroom, 140)	Hildalgo	All Available
1500-1730	Convention Business Session I	(Classroom, 140)	Hildalgo	All Available
1800-2100	TOUR 3: Dinner Followed by Riverboat Cruise			ALL AVAILABLE
	DINNER AS DESIRED			
Saturday, 15 August 2026 Business Casual (CINC Banquet: Mess Dress/Tuxedo)				
0700-0830	Breakfast Buffet	Rounds, 125	Olivares	All Attendees
0800-0900	MOWW Memorial Service	(Banquet, 140)	Navarro	All Attendees
0930-1130	Convention Business Session II	(Banquet, 140)	Hildalgo	All Attendees
1130-1300	LUNCH AS DESIRED			
1200-1300	YEF Board Meeting	(U-shape, 10)	Latania	Board Members
1300-1430	Council of Area Commanders (CAC)	(Classroom, 60)	Hildalgo	CAC Members
1445-1530	PS/L&O Seminar	(Classroom, 140)	Hildalgo	All Attendees
1545-1630	Non-Denominational Worship Service	(Classroom, 50)	Hildalgo	All Attendees
1730-1800	National Officer Photos		Zapata	CPC/CINC/VCINC's/CS
1800-1850	CINC Reception	(Reception, 175)	Pre-Function	All Attendees
1900-2100	CINC Banquet	(Banquet, 175)	Navarro	All Attendees
Sunday, 16 August 2026 Dress Casual				
0800-1000	Post-Convention EXCOM Breakfast	(Conference 15)	Villa	EXCOM Members
0800-1000	EXCOM Spouse/Partner Breakfast	(Oval 15)	Zapata	Spouses/Partners

10 JULY 2026, V.10

2026 MOWW CONVENTION & GENERAL STAFF MEETING AGENDA

FRIDAY, 14 AUG 26 (1500 – 1730)

CALL TO ORDER, NATIONAL CONVENTION & GENERAL STAFF MEETING

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

UNFINISHED BUSINESS (CINC)

- Approve the minutes of the 2025 MOWW Convention & General Staff Meeting. (See pages 19-24)

NEW BUSINESS (CINC)

- CINC presents the Convention Rules
- Commander in Chief End-of-Tour Report | Lt Col Worley
- SVCINC Report | Lt Col Ruiz
- VCINC Report | CPT Brady
- VCINC Report | COL Kirlin
- VCINC Report | COL Peck
- VCINC Report | Col Rivera
- Chief of Staff Annual Report | Col Farrell
- Finance Committee Report | Col Farrell
- MOWW, Inc®, Board of Trustees Report | PCINC LTC Hollywood
- Constitution & Bylaws, Committee Report | COL Kenneth McCreedy
NOTE: Chair reports and if Amendments are offered, they will be affirmed by vote. (See pages 125-142)
- Legislative & Resolutions Committee | LTC King Moss
NOTE: Chair reports and if resolutions are offered, they will be affirmed by vote. (See pages 149-150)
- CINC: Calls for the approval of all annual reports presented orally and/or in writing.

1730: CINC CALLS FOR A RECESS

SATURDAY, 15 AUG 26 (0930 – 1130)

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

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

ACTION:

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

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

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

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

- Companions (five) to Assistant National Officer positions
 - Assistant Treasurer General
 - Assistant Judge Advocate General
 - Assistant Surgeon General
 - Assistant Historian General
 - Assistant Chaplain General
 - Companions (0-10) as General Staff-at-Large
 - Companions (3) as EXCOM Members-at-Large
 - Companion(s) to Member, MOWW Board of Trustees [VOTE]
 - National Standing Committee Chairs
 - National *Ad Hoc* Committee Chairs, as applicable
- America 250 *Ad Hoc* Committee Report | VCINC COL Kirlin
 - Patriotic Education Program Review *Ad Hoc* Committee Report | CWO4 McCuiston
- CINC: Nominations for General Staff Emeritus member status. [GENERAL STAFF VOTE]

UNFINISHED BUSINESS

- 2027 MOWW Convention Update | Chicago Chapter, Region II.
 - Chicago Chapter Commander Presents 2027 Convention Update.
- 2028 MOWW Convention Update | Puerto Rico, Region VI.
 - Puerto Rico Chapter Commander Presents 2028 Convention Update.

1130: ADJOURNMENT & RECESS

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

SATURDAY, 15 AUG 26, 1900-2100 MOWW CINC BANQUET

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

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

2100: NEW CINC: CALL FOR ADJOURNMENT OF MOWW CONVENTION

2025 MOWW CONVENTION & GENERAL STAFF MEETING MINUTES (DRAFT)



MILITARY ORDER OF THE WORLD WARS

19 August 2025

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

SUBJECT: 2025 MOWW NATIONAL CONVENTION & GENERAL STAFF MEETING MINUTES

FRIDAY BUSINESS SESSION I, 8 AUG 2025, 1400-1700

I. CALL TO ORDER

- In accordance with the Military Order of the World Wars (MOWW) Constitution and Bylaws, the Joint Session, 2025 Convention General Staff (GS) Meeting and the 2025 National Convention Meeting were called to order on Friday, 8 August 2025. Roberts Rules of Order (Revised) applied. When mentioned, "Almanac" refers to the 2025 MOWW Convention Almanac.
- After the Invocation, the Pledge of Allegiance and the reading of the MOWW Preamble, the Commander in Chief called for a motion omitting a roll call. The motion was made, seconded and affirmed by a majority voice vote.
- CINC Lt Col David J. Worley, USAF (Ret), appointed Sergeants-At-Arms COL Vincente Ogilvie and appointed CPT James Brady as the Parliamentarian.
- CINC Lt Col David J. Worley, USAF (Ret), welcomed all attendees and presented his welcoming remarks. In doing so, he praised all Companions for their great work during a challenging year and expressed his special appreciation to those Companions attending the National Convention.

II. UNFINISHED BUSINESS:

- Attendees approved the 2024 MOWW National Convention and General Staff meeting minutes by majority voice vote.

III. NEW BUSINESS

- The CINC presented the Convention Rules the "Dignity of the Order," as written in the Almanac, as requirements. The Host Region reported the number of delegates in attendance as 127.
- National Officers and Committee Chairs presented their annual reports, which are in the 2025 MOWW Almanac. The following reports were presented orally:

- CINC Report | Lt Col Worley
 - SVCINC Report | Lt Col Ruiz
 - VCINC Report | CAPT Gantt
 - VCINC Report | COL Kirlin
 - VCINC Report | COL Peck
 - VCINC Report | Col Rivera
 - Chief of Staff Report | Col Farrell
 - Finance Committee Report | Col Farrell
 - MOWW, Inc®, Board of Trustees Report | LTC Hollywood
 - Legislative & Resolutions Committee | presented by COL William Rapp
-
- The Committee Vice Chair presented for delegate approval a National Resolution entitled “Preserve Military Valor and the Integrity of Military Honors” as published on page 170 of the Almanac. After a motion to approve, a second and discussion a standing vote was conducted. A second standing vote was taken to ensure that only convention delegates voted. The motion carried; 67 votes in favor, 19 opposed and 9 delegates abstained.
 - The Constitution & Bylaws Committee | COL McCreedy
 - The Committee Chair presented a proposed amendment to the MOWW Bylaws, Article 4, Section C, updating the duties of the Chief of Staff. A motion to approve the amendment was made, seconded, and discussed. The motion carried by acclamation.
 - The Committee Chair presented a proposed amendment to the MOWW Bylaws, Article 4, Section D, updating the duties of the Treasurer General. The proposed amendment also included a supporting amendment to the MOWW Constitution Article V Section 2.C. adding the Treasurer General as a non-voting member of the Board of Trustees. The amendments were considered in a single motion. A motion to approve the amendments was made, seconded, and discussed. The motion carried by acclamation.
 - The Committee Chair presented a proposed amendment to the MOWW Bylaws, Article 6, Section 1, adding the National Youth Civics Summit as a standing committee and eliminating the words “and Seminars” from the National Convention Committee. A motion to approve the amendment was made, seconded, and discussed. The motion carried by acclamation.
 - The Committee Chair presented a proposed amendment to the MOWW Bylaws, Article 6, Section 1, combining the Homeland Security and the National Security and committees into a single National Security Committee. A motion to approve the amendment was made, seconded, and discussed. The motion carried by acclamation.
 - The Committee Vice Chair presented a proposed amendment to the MOWW Constitution, Article III, Section 2, to allow virtual participation and voting when the Order is in Convention. The amendment included redefining the term “in convention.” A motion to approve the amendment was made and seconded. A secondary motion to

amend the primary motion was then introduced and approved by acclamation. Following discussion on the primary motion, a motion was made to table the amendment for one year. The motion to table carried by standing vote: 61 in favor, 26 opposed.

- The CINC called for a motion to recess the National Convention Business Meeting. The motion was seconded and approved by a majority vote. The session was recessed at 1700, 8 Aug 2025.

SATURDAY BUSINESS SESSION II, 9 AUG 2025, 0930-1200

- I. CINC Presentation. Prior to the Call to Order, the Commander in Chief inducted Major General MacCauley into the Order as a perpetual member. MG MacCauley presented remarks to the delegates assembled.
- II. CALL TO ORDER
 - In accordance with the Military Order of the World Wars (MOWW) Constitution & Bylaws, the Joint Session, 2025 MOWW National Convention and the General Staff (GS) Meeting resumed on Saturday, 9 August 2025. Again, Roberts Rules of Order (Revised) applied.
- III. UNFINISHED BUSINESS
 - The Constitution & Bylaws Committee Chair COL Kenneth McCreedy resumed his presentation of proposed Constitution and Bylaws amendments.
 - The Committee Chair presented a proposed amendment to the MOWW Constitution Article V, Section 2, subparagraph A. which allows two Companions from a single region to be elected as a Vice Commander in Chief. A motion to approve the amendment was made, seconded, and discussed. The motion carried by acclamation.
 - After completing his report, the Committee Chair called for amendments from the floor, which were reviewed but not recommended by the committee. One constitutional amendment not recommended by the committee for consideration was brought from the floor:
 - Proposed Amendment: To amend Article II, Section 1, Paragraph A, to open membership in the Order to any veteran of the Uniformed Services who served honorably on active duty.
 - The proposed amendment included the following supporting amendments:
 1. Proposed Constitutional Amendment to Article II, Section 1, Paragraph D, Sub-Paragraph 3).

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

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

- A motion to approve the amendments was made and seconded. Following lengthy discussion, the Chair directed that a paper ballot be taken. The Sergeant-at-Arms administered the ballot. The motion carried with 88 in favor, 17 opposed, and 2 abstentions.

IV. NEW BUSINESS

- The Nominating Committee Chair, IPCINC LTC Michael A. Okin, MD, presented the report which included the slate of nominees nominated, seconded, and approved by committee vote. A call by the Chair for nominations from the floor was made. Dr. James A. Brady, CPT, USA (Fmr) was nominated and seconded to fill the vacant position of Vice Commander in Chief. After Comments by Dr. Brady, the 2025 slate of officers was approved by acclamation.
- The CINC announced the MOWW election slate of candidates and called for a vote. After a motion and a second, the slate was approved by a majority voice vote in the affirmative. The following Officers were confirmed by a majority voice vote:
 - Commander-in-Chief: Lt Col David J. Worley, USAF (Ret)
 - Senior Vice Commander-in-Chief (One): Lt Col Marlon Ruiz, USAF (Ret)
 - Vice Commanders-in-Chief (Four):
 - CPT James A. Brady, PhD, USA (Fmr)
 - COL Joseph P. Kirlin III, USA (Ret)
 - COL Michael Peck, USA (Ret)
 - Col Adalberto Rivera, USAF (Ret)
 - Treasurer General: CW4 Gary L. Smith, Jr., USA (Ret)
 - Judge Advocate General: CPT Harold Greenberg, JD, USA (Fmr)
 - Surgeon General: CPT Dan L. Cameron, USA (Fmr)
 - Chaplain General: LTC Victor Burnette, USA (Ret)
 - Historian General: Mr. Charles W. Bennet, Jr., HPM
- The CINC called for a motion to approve the National Officer and Committee Annual Reports. All reports were approved by a majority voice vote.

- The CINC-Elect announced his appointments to the EXCOM, assistant national officers, and selections to the MOWW, Inc Board of Trustees and other appointments. Those nominations were approved by a majority voice vote and will be published in the *Officer Review Magazine* and the National Directory.
- National Youth Civics Summit (NYCS) Ad Hoc Committee Report | CAPT Edward Gantt
- The CINC Called for approval of the Ad Hoc committee reports. The General Staff approved the report by acclamation.
- The CINC announced the intention to continue the America 250 Ad Hoc Committee in Operating Year 2025.
- Region VIII presented a 2026 MOWW annual convention planning update. The 2026 National Convention will be held in San Antonio, TX.
- The Chicago Chapter representative provided a 2027 MOWW convention planning update. The proposed location for the 2027 MOWW Convention will be the Chicago area.

V. FOR THE GOOD OF THE ORDER

- The CINC called for any “For the Good of the Order” items.
- The CINC called for adjournment of the General Staff Meeting.

CINC BANQUET, 9 AUG 2025, 1800-2100

I. CALL TO ORDER

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

II. NEW BUSINESS

- The following CINC Banquet activities were completed:
 - Presentation of the General of the Armies John J. Pershing Chapter of the Year Awards.
 - CINC Lt Col David A. Worley, USAF, (Ret) presented The National Commander’s Medal to LTC William Rapp, USA, (Ret).
 - CINC Lt Col David A. Worley, USAF, (Ret) presented the Distinguished Service Award (DSA) to Sergeant Major Carlos A. Ruiz, USMC.
 - SgtMaj Carlos A. Ruiz, USMC, the DSA recipient, presented remarks.

- The Presiding Officer of the National Officer Installation Ceremony, PCINC CAPT Deborah Kash, USAF (Ret), installed the CINC-Elect, the SVCINC/VCINCS-Elect, and other elected officers and appointed officers.
- The Commander in Chief Lt Col David A. Worley, USA (Ret) presented closing remarks.

III. FOR THE GOOD OF THE ORDER

- After a Benediction by the Chaplain General, the CINC requested “For the Good of the Order” topics. Hearing none, he adjourned the 2025 MOWW Convention.

Michael Farrell

A handwritten signature in black ink that reads "Michael Farrell". The signature is written in a cursive, flowing style.

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

CANDIDATES FOR ELECTED OFFICE

Commander in Chief

Lt Col Marlon Ruiz, USAF (Ret)



CINC Candidate Profile: Lt Col Marlon Ruiz is a 27-year Air Force veteran who flew Boeing B-52Gs and Hs, achieving Master Bombardier, Chief of Bomber Training Flight during Operation DESERT SHIELD, and bomber combat mission commander during Operation DESERT STORM. After the first Gulf War, he was assigned to Headquarters Twelfth Air Force as its Latin America Program Manager, where he also served in multiple Joint USAF, USSOUTHCOM, and US Government interagency deployed assignments. He served a critical role in military and law enforcement counternarcotics operations, ensuring his deployed team executed all tasks and operations effectively and safely. Assignments included serving as a Lockheed P-3 Orion aircrew member with US Customs and Border Protection's ELINT and HUMINT drug smuggling surveillance tracking mission over Central and South America coastline and Amazon jungle illegal narcotics trafficking activities, serving as an in-country translator and

negotiator, to include anti-FARC (Fuerzas Armadas Revolucionarias de Colombia) terrorist operations. Colonel Ruiz has two bachelors of education degrees and a master's degree in aviation business administration and management. He was a senior AFJROTC academic instructor with Nogales High School in southern Arizona and a defense contractor with C2 Technologies, Inc., an internationally recognized leader in education and immersive training. He serves as a Commissioner with the Tucson Mayor's Office Veterans Affairs Committee. Since joining MOWW in 2008, Colonel Ruiz served in every MOWW elected and appointed position of responsibility, including three terms as Vice Commander-in-Chief. He is currently concluding his second term as Senior Vice Commander-in-Chief.

CINC Candidate Platform: Achieving personal growth and increasing organizational effectiveness requires creating training opportunities for Companions to best understand our Order's purpose and commitments, and to be an integral part of achieving MOWW's strategic objectives. This includes the Order matching individual Companion passions and experience with the needs of our Order and properly welcoming, orienting, training, and integrating all Companions to serve as an increasingly capable mission contributor throughout their time as a Companion. Providing responsive initial and recurring training via a structured yet responsively agile program experience can greatly aid each Companion in achieving fulfillment while effectively serving as active contributing stakeholders. This will be my principal focus and will complement our wide range of community outreach engagement objectives. A graduated national training program offers Companions a greater awareness of operational needs, enhanced practical knowledge, and personal proficiency as they use policies, procedures, techniques, tools, and teamwork to enhance the Order's support of our engagement mission in local communities and national brand marketing. Consistent training collectively builds organizational unity of effort and cohesion, spawns' Companion self-confidence, and ushers in desired Companion continuous buy-in. It also identifies and nurtures future generations of knowledgeable and increasingly imaginative Order leadership. In closing, my tenure as MOWW's Commander-in-Chief will focus on reinvigorating our national MOWW Education and Training Committee and Program, coupling that vital effort with a holistic education and training program experience at all levels of companion engagement and growth.

Senior Vice Commander in Chief

COL Michael Paul Peck, USA (Ret)



Michael Peck is currently serving as the VCINC with liaison to Region II, VIII and the Veterans Affairs Committee. In Illinois he serves as the American Legion delegate to the Illinois Department of Veterans Affairs Advisory Council. He has served on the IDVA Advisory Council since 2007. He was elected chairman in 2022.

He is Past Commander for Region X, and a Past National Vice President – Army for the ROA and Department President of the Reserve Organizations of America and is a Past Post Commander of the VFW and American Legion.

He was elected to the Infantry OCS Hall of Fame in 1996 and in 2025 was named as Distinguished Member of the Military Police Regiment. He is a recipient of the ROA Harry S. Truman Award in 2019.

Mike retired in June 2017 as Superintendent, Veterans Assistance Commission Lake County, IL. He served as Chief of Security, Illinois Department of Veterans Affairs and as a Sergeant, Galesburg Police

Department for 24 years.

Mike served in Vietnam with the 18th MP Brigade in 1968-1970 as a Sergeant and was commissioned as a 2LT from Infantry OCS at Fort Benning and returned to Vietnam in 1971.

He retired from the Army Reserve as a Colonel, Chief of Staff, 86th ARCOM in 1996. His military awards include the Legion of Merit, Bronze Star Medal, Meritorious Service Medal and Army Commendation Medal with 2 OLC.

Mike has served as a volunteer for the Illinois Committee for Employer Support of the Guard and Reserve since 1975 assisting Guard and Reserve members with understanding their employments rights.

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

He is married to Po Lin Lee and has two daughters and 5 grandchildren and 1 Great Grandson. He resides in Mundelein, IL. His daughter Tracy is a former Army Reserve Captain, and his granddaughter Kenzie is a Captain at Fort Hood with the First Cavalry, both are MOWW members.

Mike stands for election as Senior Vice with the emphasis on having MOWW presence in every state with at least a cadre and membership on the states Veterans Advisory Council. In this capacity the MOWW will become a coalition member in providing veterans service and meeting our mission of honoring veterans. It will also be a first step towards membership on the county Veterans Assistance Commission and give MOWW recognition in the community and help in building a coalition to provide patriotic education.

Vice Commander in Chief

CPT James A. Brady III, U.S. Army and U.S. Marine Corps (Former)



James Brady is a candidate for Vice Commander. He currently serves as VCINC for Regions IV and V, serves as a Director of the Military Order of the World Wars Foundation, and co-chairs Region V's Augusta Chapter YLC program. Jim is a 15-year member of MOWW and has previously served as Region V Commander, Department of Georgia Commander, and Augusta Georgia Chapter Commander.

Jim previously received the Order's Gold Patrick Henry for raising \$140k and placing a memorial in Augusta's historic district honoring the region's more than 15,000 Vietnam War Veterans and for coordinating and leading Augusta's Memorial Day and Veterans Day Observances since 2014. Jim was awarded the Order's Silver Patrick Henry for leading the Georgia Military College Ethics Debate Team and founding the Georgia High School Ethics Debate Team Program, co-sponsored by the Augusta Chapter.

CPT Brady is a 40-year member of the Sons of the American Revolution, was awarded the Daughters of the American Revolution's National Medal of Honor in 2021 for lifetime service; is a member of the American Legion, MOAA, and AUSA; and has been a Scouting America leader for more than 20 years.

During his 24-year military career, Jim served as an Infantryman in the U.S. Marine Corps Reserve (1980-1986); a U.S. Army Administrative Assistant and Public Affairs Specialist (1986-1991); and as a U.S. Army Military Intelligence Officer (1991-2004) upon completion of Army Officer Candidate School. Jim served as a DoD LOGCAP III contractor in Iraq and Afghanistan (2005-2009) where he managed civilian operations for the Multinational Division's Southern HQs in Diwaniyah, Iraq and the NATO HQs Command in Kabul, Afghanistan.

Upon returning to the states in 2009, Jim obtained teaching positions at Georgia Military College (GMC), Augusta State University (ASU), and East Georgia State College (EGSC) where he taught Communications, Ethics, and Leadership. He became a tenured professor in 2018, earned GMC's "Servant Leadership Award" in 2020, and retired from the University System of Georgia in 2024.

Jim earned an Ed.D. in Education and Ethical Leadership from Olivet Nazarene University in 2017; an MA in Business Communications from Duquesne University in 1986; and a BA in Political Science and American History from the University of Pittsburgh in 1984. He is married Dr. Dawn L. Langley-Brady, of Augusta, Georgia, and has three sons, Doran, Ryan, and Alex.

Platform:

I fully support the CINC nominee's goal of making MOWW synonymous with Youth Leadership and Character Development and the Sr. Vice CINC nominee's goal of establishing an MOWW cadre in every state and encouraging Companion membership in Veterans advisory councils. I am committed to finding innovative ways to increase MOWW membership and funding, strengthen our community outreach, and build meaningful relationships and partnerships with allied Veteran Service Organizations.

Vice Commander in Chief

COL Joseph P. Kirlin III, USA (Ret)



Colonel Joseph P Kirlin III , USA (ret) served 30 years in the Army, commissioned in Field Artillery, after graduating from Niagara University. He has command positions to include :Detachment Commander 304th Civil Affairs (CA) Group, Assistant, G-5, 1st Special Operations Command, Urgent Fury, Grenada W.I., Commander 416th CA Bn, Norristown, PA, Camp Commander and Unit Commander 501st CA Bn (Prov), Guantanamo Bay, Cuba, Commander In Chief, Support Chief US Atlantic Command, US Army Special operations Command, Commandant, USARF School 79th ARCOM, Brigade Commander 5th and 6th Brigades 80th Division. FT Belvoir, VA.

Some of his Awards include Legion of Merit, 3 Meritorious Service Medals. Joint Meritorious Unit Award, Joint Commendation Medal, 2 Army Commendation Medals, Army Achievement medal and 3 Humanitarian Service ribbons, Army Achievement medal and 5

Overseas deployment ribbons. He is a member of the Special Operations Warfare Center Hall of fame and a graduate of the Army War College.

Since joining the Philadelphia Chapter of MOWW in 1985, Colonel Kirlin has served as Junior Vice Commander, Senior Vice Commander, and Program coordinator for the 1989 National Convention in Philadelphia and Chapter Commander on three different occasions. He has also served on the Memorial fund committee. The Chapter won ROTC first place in 2024 and runner-up numerous times in the large Chapter category. The Chapter has won numerous recruiting awards and first place at last convention for Patriotic Education 2025.

He also served as host Chapter Commander for the 2024 National Convention and in 2025 Instituted junior memberships in the Chapter enrolling 232 high school students that participate in Chapter MOWW events as junior members

During his 18 months as Region III Commander, he reinforced expansion of involvement in ROTC programs, Youth Education programs, veterans' outreach and collaboration with other veteran organizations, AUSA, VFW, MOAA etc. and expanded scouting programs and continued the goal of 25 % increase in members in the region by 2028. This region is on track to reach this goal. National CINC strategic goals have also been met.

As current Vice Commander for 19 months for regions I, III, Chapters have excelled in recruiting, Youth Leadership programs, ROTC programs, Girl and Boy scout programs, Veterans outreach. and America 250 programs. Region I is now taking part in the SGL process as part of implementing Strategic goals for all its Chapters. Chapter succession plans have been prioritized as part of recruiting efforts. Chapter, Vice CINC and CINC goals have been met, Colonel Kirlin has been awarded numerous MOWW awards to include the Gold Patrick Henry Award, outstanding service medals, outreach service medal, the national Young Leadership Award and three National Citations from previous Commanders in Chiefs for leadership.

Strategic goals for FY 26-27 include the following : Integrate Strategic goals into all chapter programs, attain a minimum of 5 % membership growth for each chapter in the regions, introduce digital marketing for regions and chapters, Increase youth leadership seminars for each chapter. Continue to support one Youth leadership conference in each region, Leverage participation of youth in MOWW programs to increase MOWW **branding**.

Vice Commander in Chief

CWO4 David A. McCuistion, USN (Ret)



I am making myself available for election to the National Office, Vice Commander-in-Chief.

I retired after a 30-year Navy career (enlisted and officer) as a Chief Warrant Officer W4. Following retirement, I served as a Navy Junior ROTC Program Manager and Instructor for 22 years, and as a school district manager and leader for 6 years. I retired fully on June 30, 2020, and moved to Jacksonville, FL. My military awards include the Navy Commendation Medal, Navy Achievement Medal (3), Presidential-Navy-Meritorious Unit Commendations, Navy E Ribbon (2), Good Conduct (4), National Defense Service Medal, Vietnam Service Medal (1967-68), Sea Service Ribbon (11 Yrs), and Navy/Marine Corps Overseas Service Ribbon. Various leadership positions included Command Senior Enlisted Advisor to the Commanding Officer, Radio Communication Officer & Radio Officer positions onboard a major Navy combatant, Assistant Officer-in-Charge, Naval Communications Center, including Interim Officer-in-Charge for one year, and other lesser command positions. I attended over 15 Navy Schools, including Instructor Training (2 tours), shipboard Officer of the Deck school, and Navy Communications Officer School.

I have been a MOWW Perpetual Companion since 11/1/2005. Since that time, I worked with the Puget Sound Chapter YLC, the Knoxville Chapter YLS and MOC, and started the Northeast Florida Cadre and Chapter #250. I served as Chapter Commander for four years, earning the Chapter of the Year for Small Chapters award in 2024. I have been the Region VI Adjutant and Florida Department Commander for two years. I am currently the Chair of the Youth Leadership, Civics and Patriotic Education (YLCPE) Ad Hoc Committee.

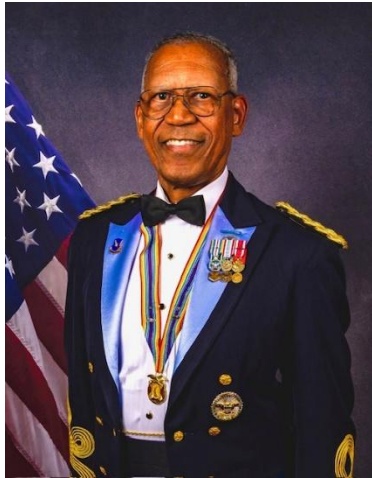
My MOWW awards and recognitions: 1. Patrick Henry Patriotism Achievement; 2. Silver Patrick Henry; 3. Gold Patrick Henry; 4. National Citation for Exceptional Service; 5. During my tenure as Chapter Commander, we earned the following Program Awards – National & Homeland Security, Patriotic Education, Information & Publicity (2), Recruiting Excellence (2), Chapter Newsletter (2), and Public Safety / Law and Order (3); and 6. Individual Recruiting Excellence Awards (2).

My Platform as Vice CINC: 1. To continue broadening and improving the Order's YLC & YLS Curriculum Project; 2. Increasing the number of Youth Leadership Seminars to at least one in every Chapter in the Order; 3. Follow through with the current Youth Character Development (YCD) Program and new Youth Development and Youth Recognition Committees, 4. To influence the improvement of the Order's recruiting through companion motivation, and 5. Continue achieving and accomplishing the Vision and Mission of the Military Order of the World Wars (MOWW).

I hold a bachelor's degree in behavioral science from Lynn University, a master's degree in organizational leadership from Chapman University, master's Certificates in Project Management and Human Resources from Villanova University, and two lesser degrees in Business Management and Accounting. I am married to HPM Vicki McCuistion, with whom we have sixteen grandchildren and Great-Grand Children.

Vice Commander in Chief

COL Vicente “Vince” C. Ogilvie, U.S. Army (Retired)



BIOGRAPHY: Colonel Vicente “Vince” Ogilvie, U.S. Army (Retired), has led a life defined by service, leadership, and an enduring commitment to youth and community. Born in Panama and raised in New York City, he earned an Army ROTC scholarship to New York University and was commissioned as an Infantry Second Lieutenant in 1972, entering active duty in 1973 following graduate studies. Over a 28-year military career, Colonel Ogilvie served in a wide range of command and staff assignments. He commanded an infantry company in the 82nd Airborne Division and held key leadership roles across the United States, Europe, and Latin America. As the Senior Officer at a cross-enrolled campus of the University of Puerto Rico, he led his staff in educating and commissioning one of the largest ROTC units outside the main campus. His assignments included Deputy Public Affairs Officer, 21st Support Command; S-4, 3rd Brigade, 1st Armored Division; Executive Officer, 7th

Battalion, 6th Infantry; Director of Public and Community Activities in Bamberg, Germany; Secretary/Dean, School of the Americas; Commander, 283rd Base Support Battalion, Wildflecken, Germany; Military Advance Officer, Office of the Secretary of Defense for Public Affairs; and Public Affairs Officer, U.S. Southern Command. He concluded his active-duty service as Senior Military Advisor in the Office of the Assistant Secretary of Defense for Public Affairs. As a civilian with the Department of Defense, he served as Assistant Director of Entertainment Media, OSD-PA. In retirement, Colonel Ogilvie has continued his tradition of service through civic leadership, including as a homeowners association board member and as Chairman of the Board of the Pershing Rifles Group. He currently serves on the Board of the Pershing Rifles Foundation. He met his wife, Ruth, during his first assignment in Germany.

OFFICES HELD IN MOWW: Sponsored by COL Clay Le Grande in 2017, I assumed the position of NOVA Chapter ROTC Chair. In December 2022 I became the Chapter Commander. Other positions held are Chair, Magazine Committee; member of the ROTC Committee, and Member of the Hahn-Buswell Memorial Chapter.

In my nine years as a Companion, I have seen a persistent challenge: too few people are familiar with the Military Order of the World Wars. Too often, when I ask, “Have you heard of MOWW?” the answer is “no.” While we may never match the visibility of the Veterans of Foreign Wars or the American Legion, we must do more to tell our story.

PLATFORM: My platform centers on **VISIBILITY, PARTNERSHIP, AND GROWTH.**

I will actively expand awareness through community engagement and clear, consistent communication of our mission and impact. We have a powerful story of service and leadership that deserves broader recognition. I will also strengthen partnerships with fellow Veterans Service Organizations. We are not competitors—we are partners. By working together, we amplify our shared mission and extend our reach. These efforts will grow our membership, strengthen our Order, and advance our strategic goals—ensuring MOWW remains a respected force for generations.

It is nobler to serve than to be served.



Treasurer General

CW4 Gary Lee Smith Sr., USA (Retired)

Biography. Biography: Born in 1963 to an Army family stationed in Nurnberg, Germany; he graduated from Butler High School in Augusta, Georgia in 1981 as a Cadet Major in the Marine Corps JROTC unit.

That summer he entered Marine Corps Recruit training at Parris Island, South Carolina followed by assignment as an Infantry Weapons Repairman in the 2nd Marine Division where he deployed to South America, West Africa, Norway and Lebanon during a 14-month span.

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

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

In 1997 after selection to the Army Warrant Officer program Mr. Smith began a career in the United States Army National Guard and then the Active Army in 2007. He deployed to Bosnia for 6 months, Iraq for 28 months, Haiti for 3 months and Afghanistan for 24 months. He retired from active duty in 2017 with 31 years total service.

He is graduate of the Army Warrant Officer Senior Staff Course, earned a Bachelor of Science Degree in Management from the University of Maryland Global Campus and is recognized by the International Society of Logistics as a Demonstrated Master Logistician.

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

Gary serves in many Veteran organizations in leadership positions. He and his wife Alison share 6 children and 3 grandchildren.

Activities and offices held in the MOWW: Treasurer General 2025- present (previous Assistant TG since 2023), Hann-Buswell Chapter Treasurer 2023 – present, and Public Safety / Law & Order Program Committee Member 2023 – Present.

Platform: I will continue to ensure The Order's compliance with all IRS regulations and report to The Order the filing status of all sub-elements. I will continue to assist Companions in the administration of filing and reporting. I will continue to attend all meetings pertinent to the awareness of financial health of The Order. I also will certify The Order's annual audit and submit The Order's group exemption letter with updates to the IRS in a timely manner.

Judge Advocate General

CPT Harold Greenberg, JD, USA (Fmr)



Biography. Graduated Summa Cum Laude from Pennsylvania State University in 1961 where he was chosen to be a member of Phi Beta Kappa. Prior to the army Mr. Greenberg was a 3rd class Petty Officer in the Naval Security. After receiving his Bachelor's degree, Mr. Greenberg was commissioned a Second Lieutenant in the United States Army where he later served as commander of rifle company. He served as a Military Police Officer while attending Temple University Law School. In 1965, he received his J.D. degree and joined the Judge Advocate General's Corps where he was a trial and defense attorney and a military law instructor. In 1968, after completing his military service, he first became a Deputy Public Defender for Los Angeles County and then joined the Los Angeles District Attorney's Office.

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

Harold has been a Perpetual Member of the GA Bradley-COL Hanson Chapter since 1985.

Surgeon General

Major General George A. Alexander, MD, USA (Retired)



Major General George A. Alexander, M.D. is a senior executive physician with over 30 years of progressive leadership that have culminated at the highest levels of government in both the military and civilian sectors. As the Deputy Surgeon General in the Office of the Surgeon General at Headquarters, Department of the Army, he championed health and medical readiness policies for more than 350,000 Army National Guard soldiers. He served as principle advisor to the Army Surgeon General on all aspects of readiness and structure of medical assets. He advised on the medical readiness, deployability, and health status of soldiers. He completed initial career training from the Academy of Health Sciences to the U.S. Army War College. His military assignments included service as commander of medical units at the company, battalion, and brigade levels and as a staff officer. General Alexander completed premedical studies at Columbia College of Columbia University, the

M.D. degree from Howard University College of Medicine, radiation oncology residency at Howard University Hospital, American Cancer Society clinical fellowship in radiotherapy at the M. D. Anderson Hospital and Tumor Institute, epidemiological and biostatistical training from the Johns Hopkins University School of Hygiene and Public Health, and the senior executive program in National and International Security from the JFK School of Government at Harvard University. General Alexander has been an author or co-author of some 70 medical and scientific publications. He served in a number of medical journalism positions including: member, World Association of Medical Editors; guest editor, *Annals of Epidemiology*; editorial board member, *Military Medicine*; and contributing editor, *Racial/Ethnic Patterns of Cancer in the United States 1988-1992*, National Cancer Institute, NIH.

MOWW ACTIVITIES: General Alexander serves since 2024 as a Companion and Patriotic Education Team Member of the Northern Virginia Chapter (NOVA), MOWW. He has actively participated in the Youth Leadership Conference (YLC) by presenting lectures to students. These have included “Leadership: Answering the Call to Service” and “Leadership Character: Foundation of Effective Leadership” that were presented at this year’s program. He has financially sponsored a student to attend the YLC on 23-26 April 2026. He became an active member of the Pershing Foundation Leadership Advisory Council and the Pershing Rifles Alumni Association. He attended the Pershing Rifles Group National Convention in Myrtle Beach, SC on 12-15 March 2026. He has written a letter of recommendation for a senior high school student who applied for an Army ROTC scholarship. General Alexander will be supporting students at the National Youth Civics Summit held at American University in July 2026. He has participated in all NOVA Chapter meetings and as a presenter at JROTC award ceremonies.

PLATFORM: The goal of the Surgeon General of MOWW will be to promote the health and well-being of MOWW members through education and leadership. His priorities will be: 1) promote health, 2) provide health guidance through a recurring column in *The Officer Review*, and 3) advise MOWW leadership on health-related matters that affect membership. In addition, he will support the development of versatile and disciplined young leaders through the promotion of physical health, fitness, and overall well-being. This includes developing high school students into capable, confident, and service oriented leaders who are physically, mentally, and morally prepared for future responsibilities.



Chaplain General

LTC Victor Burnette, USA (Ret)

Biography. Lieutenant Colonel (Ret) Victor Burnette served 26 years in the U.S. Army Medical Service Corps, culminating as Inspector General for the North Atlantic Regional Medical Command and Walter Reed Army Medical Center. His career included earning the Expert Field Medical Badge in his first year; coordinating the deployment and later deactivation of the 30th Medical Group during Operations Desert Shield and Desert Storm; serving as Executive Officer of the 163rd Medical Battalion in Korea; and holding key personnel and staff positions in the National Capital Region, Germany, EUCOM, and the Pentagon.

Following military retirement, LTC Burnette served 15 years as Senior Army Instructor and Department Head for the Woodbridge Senior High School JROTC program, mentoring more than 1,600 cadets.

LTC Burnette is co-owner of Senior Executive Strategic Solutions Victory and Property Management and is active in his church as a deacon, usher, and Vacation Bible School teacher. He is deeply proud that his daughters have followed his example of service as Army officers and Companions. He holds a Master of Science in Community Health Education from Towson University and a Bachelor of Science in Health Education from Ohio University.

He is married to Jackie Robinson-Burnette, retired SES. They have three daughters—each an Army officer—and five grandchildren. He and his wife reside in Central Florida.

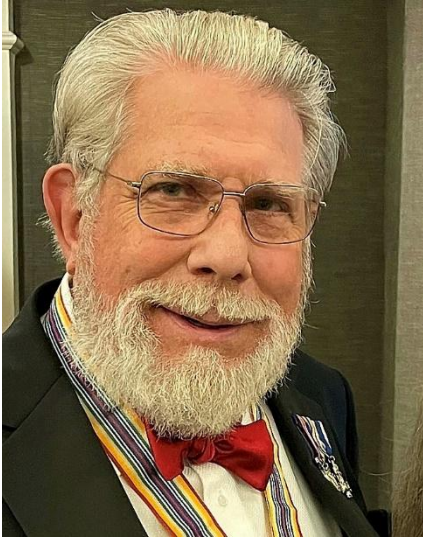
MOWW Activities and Offices Held: Completed all assigned chaplain responsibilities during the 2025 National Convention and contributed to the good of the Order through service on three national committees: the National Convention Committee, the MOWW Education and Training Committee, and the MOWW America 250 Committee. Taught two instructional PowerPoint sessions at the regional conference to assist Chapters without chaplains by offering practical strengthening options. Additionally, served as interim editor for the Northern Florida Chapter, coordinated the Chapter's Wreaths Across America tribute, and led the recognition of a former Companion at the Bushnell Veterans Cemetery.

Platform of Chaplain Duties for the Next Term: As Chaplain General, I will continue to advance the spiritual dimension of the Order by:

Ceremonial Leadership — Providing invocations, benedictions, and spiritual presence at national conventions, memorial observances, patriotic commemorations, and inter-organizational events with veterans' and civic partners.

Spiritual Messaging — In coordination with the Chaplain Assistant, continuing to provide spiritually grounded and thought-provoking articles for the MOWW Review and the MOWW Bulletin.

Regional and Chapter Support — Assisting regions and Chapters without chaplains by offering guidance, training, and pastoral support. These duties reflect the broader chaplaincy mission of serving as a symbol of moral presence, ethical grounding, and spiritual support within the Order.



Historian General

HPM Charles W. Bennett, Jr.

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

Bennett joined the Richmond, Virginia Bureau of Police in October 1968. He served as the Deputy Chief of Police in Richmond for over five years. Retiring from the Richmond Police in 1994, Bennett was appointed Chief of Police for the City of Lynchburg, Virginia. He was the Chief there for fourteen (14) years.

In March 2008, Bennett joined the United States Department of Justice, Criminal Division, International Criminal Investigative Training Assistance Program (ICITAP) and served in Pakistan, Bangladesh, Mexico, Bosnia & Herzegovina, and Croatia.

Bennett was awarded the “Silver Patrick Henry Medal,” the Virginia Piedmont Chapter’s “Certificate of Appreciation” and the “Outreach Service Medal.” He has also received the “Exceptional Law and Order Service Award the “National Citation for Exceptional Service” Award and the “Gold Patrick Henry Medal.”

Activities and offices held in the MOWW

As a Hereditary Perpetual Member of the MOWW, Virginia Piedmont Chapter since 2018, he serves as the Chapter Historian, the newsletter editor. He is a member of the MOWW’s Information & Publicity Committee and the Public Safety / Law & Order Committee. He is a charter member of the MOWW’s National Youth Civics Summit committee.

Platform for OY 2026-2027

- 1) Recruit a working Deputy Historian General to assist with the ongoing MOWW historical projects. Explore the recreation of an MOWW Historical Committee.
- 2) Develop a plan for the Order’s needs in inventorying, categorizing digitalizing and preserving MOWW records at the Hoover Institute.
- 3) Engage chapters to encourage them to establish a practice of obtaining histories of their chapter and biographies of their Companions.
- 4) Explore **where** current and future MOWW records and material of historical value will be stored. The Hoover Institution will not accept any additional MOWW material.
- 5) Formalize presentations of MOWW Honorary CINC plaques for the Harry S. Truman Presidential Library & Museum in Independence, Missouri; The National Medal of Honor Museum Foundation in Arlington, Texas; and The MacArthur Memorial and Museum in Norfolk, Virginia.
- 6) Continue to secure relics from early MOWW history from Chapters and individuals which can be displayed at annual Conventions and at MOWW HQ.

ANNUAL REPORTS

COMMANDER IN CHIEF | ANNUAL REPORT

1. General:

My opening statement for this year's report is exactly the same as last year's, as I cannot better express my feelings after two-years of service as your 93rd Commander in Chief: to say that it has been a privilege and honor to serve as your National Commander is unquestionably an understatement. Great people doing great and selfless community outreach has been the benchmark for our Order, efforts I have seen not only throughout my travels but at the Executive Level as well. We are blessed with an extraordinary Chief of Staff and his tireless Headquarters Staff of only three, a decisive and forward-thinking EXCOM, and VCINCs who have not only provided dedicated and comprehensive oversight but have been instrumental in shaping our policies and efforts moving forward. Our Region and Department Commanders are providing the necessary tools and guidance to our Chapters and Cadres, with National Committees leaning forward in their support. Our Chapters and Cadres, the engines of our Order, are expanding an impactful community-outreach-footprint which allows our Order to thrive, all with obvious pride and selflessness. To each and every one of our Companions, "Thank You!" is not enough.

While we have made tremendous progress in the short-term, our long-term viability as an Order needs to be aggressively addressed. Each and every Companion that is attracted to join the Order needs to be one who will actively engage in Community Outreach activities; over the next 5-10 years, our current annual membership recruitment numbers need to double from our current rate; new sources of donations and corporate sponsorships are required towards eliminating our current annual financial deficits; enhanced training for our Cadre and Chapter leadership is virtually non-existent and needs to be implemented; and additional resources need to be allocated for an enhanced targeted and focused marketing plan, a much needed plan that enhances the Order's name recognition throughout the veteran community. These five areas need to be institutionalized as long-term goals and embedded in our overall *MOWW Strategic Plan*, while complementing the current selfless efforts by our Companions at all echelons of the Order.

2. Monthly Summary of CINC Travels (OY 2025):

July, 2025	National Youth Civics Summit (Washington, DC) (Region IV) Dinner with Chicago (82) Chapter Companions (Mundelein, IL)
August, 2025	MOWW National Convention, Tucson, AZ (Region XIII)
September, 2025	Visit to <i>National Medal of Honor Museum</i> , Arlington, TX (Region VIII) Lunch with Region VIII Companions (Fort Worth, TX) Visit to <i>National WASP WWII Museum</i> , Sweetwater, TX (Region VIII) Dinner with Region VIII Companions including Region and Chapter Commanders (Bedford, TX) Signing of Partnership Agreement, <i>American Gold Star Mother, Incorporated</i> (Washington, DC) (Region IV)

October, 2025	Dinner with Region I Companions including Region and Chapter Commanders (Boston, MA) Visit to <i>National September 11 Memorial and Museum</i> , New York, NY (Region III) Lunch with Region III Companions including Region and Chapter Commanders (Summit, NJ) Visit to <i>National Constitution Center</i> , Philadelphia, PA (Region III) Attended <i>America 250 Army-Navy Soccer Event</i> Philadelphia, PA (Region III) Lunch with Region V Companions including Region and Chapter Commanders (Atlanta, GA)
November, 2025	Veterans Day Ceremonies at Arlington National Cemetery (Region IV) Annual Top-8 Working Group Conference (Alexandria, VA) (Region XIV)
February, 2026	<i>Sun City Center (226) Chapter Dining Out</i> (Sun City Center, FL) (Region VI) <i>Region VI Winter Conference</i> , Sun City Center, FL (Region VI) <i>Sun City Youth Leadership Seminar</i> , Sun City Center, FL (Region VI)
April, 2026	Dinner with <i>Puget Sound (120) Chapter</i> Companions (Seattle, WA) (Region XIV) Attended <i>Monthly Puget Sound (120) Chapter Meeting</i> (Steilacoom, WA) (Region XIV) Attended <i>Military Campaign Appreciation Dinner</i> , Veterans Association of North County, Oceanside, CA (Region XIV)
May, 2026	Attended <i>Monthly Conejo-Valley (195) Chapter Meeting</i> , Thousand Oaks, CA (Region XIV)
June, 2026	Thousand Oaks Youth Leadership Conference (Region XIV)

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

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

I want to extend a personal “Thank You!” to our 2024 DSA Recipient General Carter F. Ham, Rear Admiral Stephanie T. Keck, and Chief Warrant Officer Four David A. McQuistion for serving as appointed at-large members of the EXCOM. Their inputs and sound decision making was critical to the EXCOM’s success, for which I am deeply grateful for their selfless efforts.

The EXCOM addressed, discussed, and as appropriate voted upon the following:

- Appointed VCINC oversight responsibilities;

- Approved Northwest Florida (252) Chapter establishment request (Region VI);
- Approved establishment of a recruiting cadre in Albany, NY (Saratoga Cadre) (Region III);
- Approved continuation of *America 250 Ad Hoc Committee* for OY 2025;
- Approved Gist Blair *America 250* event funding requests for the Atlanta (051), Delaware (137), Fort Worth (133), Greater Boston (002), Puerto Rico (121), Roosevelt (247), and San Diego (100) Chapters;
- Approved FY2026 Financial Budget;
- Approved various *Policy Manual* change recommendations to include revised eligibility for Companions authorizing the award of more than one Silver Patrick Henry Medalion;
- Approved the establishment of a *Patriotic Education Review Ad Hoc Committee*;
- Approved a *Perpetual Membership* dividend distribution for OY2025 (please see financial reports);
- Considered but voted not to take action to revise the *MOWW Mission Statement*;
- Voted to endorse sending to the Constitution & Bylaws Committee for review at the National Convention a proposed amendment to our MOWW Bylaws allowing Electronic and Hybrid meetings;
- Approved the signing of a partnership agreement with *American Gold Star Mothers, Incorporated*;
- Approved changing the name of the North Central (251) Chapter to the LT Frank Rasbury (251) Chapter (Region VI);
- **Approved an affiliation agreement between the *Military Order of the World Wars* and the *MOWW Foundation*;**
- Approved a *Youth Patriotic Service National Resolution* for dissemination Order-wide;
- Approved Charter Request for establishment of the Saratoga Chapter (Region III);
- Received final report from the *Patriotic Education Review Ad Hoc Committee* with no action taken: requested the committee to provide additional information to the Top-8 for further review and to determine any recommended actions;
- Approved Connecticut Cadre (Region I) extension request; and
- Accepted CINC requested Financial Review Report from Chief of Staff, Treasurer General, and Board of Trustees which included detail financial analysis of the Order's financial status and included future recommended actions for consideration;

4. CINC Intent (Priorities) and Progress Toward Achieving Our Strategic Goals:

My intent was to continue modernizing our Order and establish ourselves as an attractive Veterans Service Organization (VSO) with a clearly defined public image that we are "Serving Youth, Community and Nation." Our efforts centered around five essential priorities (as initially introduced at the *2024 National Convention in Philadelphia, PA* and reintroduced at the *2025 MOWW National Convention in Tucson, AZ*) critical to our modernizing effort:

- a. **Patriotic Education.** "To promote and further Patriotic Education in our nation ...". Our Order's Patriotic Education program sets-us apart from all other VSOs and is now our signature community outreach program. This year, as our highest priority, we will implement a streamlined yet robust Patriotic Education Program that is attractive and impactful, a program that will enhance the public perception of MOWW and quickly identifies the Order as having the nation's premier VSO Patriotic Education Program. Our program must enhance the attraction of today's generation of veterans who in-turn will want to become part of this unique and identifiable

outreach mission. Character development programs and resources, enhanced civics education, as well as increased mentoring opportunities and sponsoring of youth service projects, need to become an integral part of our program.

Assessment: Our current program (as it now stands) does not facilitate our mission and/or vision as stated above in a way that is visionary and in the best interests of the Order: it is at best a stove-piped grouping of MOWW missions that does not reflect a cohesive and comprehensive approach (Problem Statement). In other words, our current Patriotic Education program is not structured to facilitate extensive long-term growth of the Order. In December, 2025, the EXCOM approved the formation of *Patriotic Education Review Ad Hoc Committee* to address the aforementioned problem statement, GSO CW04 David McCuistion was appointed as Ad Hoc Committee Chair: the committee's final report can be found elsewhere in this almanac. I would like to extend my thanks to the ad hoc committee for their efforts in addressing this complex issue in the short amount of time they were given. The EXCOM and Top-8 working group reviewed the report and are carefully considering the recommendations contained therein. I have provided an additional narrative under Section Four (Recommendations) located elsewhere in this report.

- b. **MOWW 2023-2028 Strategic Plan:** Our plan outlines the Order's short and long-term goals, as well as associated objectives under the guidance of our VCINCs and the Strategic Planning Committee. In order to effectively implement each of our six Strategic Goals, it is critical to the future well-being of the Order we establish a revised operational structure that fosters sustainable operations at all echelons of the Order, reduces our total number of structural leadership "layers", and simultaneously facilitates a robust and attractive National community outreach footprint that is less reliant on total membership numbers yet implemented within a framework that increases the number of Chapters throughout the Order for years to come. This needs to be our second priority as our Order's current Chapter-centric membership-based operational framework and approach to community outreach is not sustainable. Our Strategic Growth Committee will be tasked to head-up this effort over the next year.

Assessment: A dramatic increase in overall membership enhanced the Order's ability to meet or exceed our Strategic Goals as reflected in the VCINC and Region reports contained in this almanac as well as our annual OY 2025 Chapter Activity Report. The vote by Convention Delegates at the 2025 National Convention in Tucson, AZ to open membership to all veterans regardless of rank played a huge role in increased membership and a broader community outreach footprint. Chapters are taking advantage of National and Local alliances partnerships, and increased use of Chapter Patriot Programs have played a key role; we have grown the number of cadres throughout the Order thanks to proactive Region leadership; under the outstanding leadership of the Council of Area Commanders Chair, Region VI Commander Col Adolfo Menendez, Region Commanders have been proactive in their decision making and have fostered increased communications with our Chapters; and increased marketing at the National level has played a critical role in increasing the Orders' overall visibility to veterans and the community alike.

Yes, we indeed have had a year of growth and established a positive trend towards growing the Order. In line with our six Strategic Goals, while growth has been significant this operating year, the Order is not on a desired long-term sustainable pace. Once again, the issue is long-term sustainable growth. We still face the same challenges I delineated in last year's Annual

Report, and taking a snapshot five-to-ten years out, we still have a long way to go towards long-term viability. Membership and Chapter growth is only a small percentage of where we need to be as evidenced by our overall Chapter Activity and Strategic Goal reports: this is due to our Order's current Chapter-centric membership-based operational framework and approach to community outreach, and the need for all Chapters to put our Youth Programs at the forefront of our community outreach efforts: please refer to the Section Four "Recommendations" section of this report for my detailed analysis.

- c. **Our Order's Preamble:** The Preamble to the MOWW Constitution not only is the cornerstone of our Order, but artfully articulates the Order's core values, values that are reflected in the efforts of all our Companions who collectively emulate our motto that "It Is Nobler to Serve Than To Be Served." As SVCINC Lt Col Marlon Ruiz succinctly emphasized, if potential members "... have the passion for the MOWW tenets (Preamble), they should be invited to join MOWW." Members need to continuously know the Preamble, embrace it, articulate it, and most importantly, promote it towards attracting those veterans we are reaching out to.

Assessment: My Grandfather was drafted and served during World War One. When he was discharged in 1919, he received a letter that G/A John "Blackjack" Pershing sent to each of his soldiers, enlisted and officers alike, a letter that all Companions are very familiar with: General Pershing stated the following: "... In leaving the scenes of your victories, may I ask that you carry home your high ideals and continue to live as you have served – an honor to the principles for which you fought and to the fallen comrades you leave behind". In the spirit of carrying-out the General's mandate, soldiers who served during the Great War founded what is known today as MOWW, thus our Order's heritage was born ... one of service. Enlisted and officers within MOWW-alike have carried this vital torch, serving our "Youth, Community, and Nation": it is this legacy of service which, coupled with defending the rights-and-freedoms of our Nation which we protected during two World Wars, that sets MOWW apart from other Veterans Service Organizations (VSOs). This legacy articulated with a sense of pride by our Companions as delineated in the first line of our Preamble, "To cherish the memories and associations of the World Wars waged for humanity" should be a starting point with each of our Companions when we describe our Order to veterans and the community alike: it is this linkage to our heritage that gives MOWW a clear and unambiguous purpose. We are unique in that we have a relatable kindship through our value proposition that is not limited to two world wars but includes all conflicts for which each of us have served in over the last 107 years, defending in each conflict the same core values of this great country, the fabric of our nation critical to our long-term survival.

- d. **The Order's Financial Health:** The Order's Chief Financial Officer, Treasurer General, and Board of Trustees will continue their comprehensive top-to-bottom review of our financial models towards ensuring long-term sustainability. Many adjustments to our fiscal strategy have already been implemented with more work to follow over the coming year.

Assessment: At my request, the Chief of Staff, Finance Committee, and Board of Trustees conducted an internal review of MOWW finances. The primary objective of the review was to ensure the long-term financial viability of the Order by assessing the organization's financial health and identifying areas for improvement. The review was completed and published by the Chief of Staff on 28 February 2026, highlighting specific concerns and providing detailed recommendations (please see Chief of Staff and Board of Trustees Annual Reports). I

commend the Chief of Staff, Treasurer General, and Board of Trustees for their detailed efforts who in-turn will begin addressing various aspects of the report and recommend appropriate actions to the EXCOM for implementation. As identified in the aforementioned Annual Reports, this year's Perpetual Member (PM) dividend amount (CY 2025) was the highest since CY 2016 greatly aiding overall Chapter operations. One of the considerations (as a result of the internal review report) is to implement a guaranteed minimum annual PM dividend which I believe is a critical consideration towards the future well-being of the Order: this is due to the high volatility related to market conditions and the current PM dividend calculations (which I believe requires significant revision) resulting in minimum dividend distributions (such as from CY 2022 which had our lowest annual distribution amount). This recommendation should be considered for immediate implementation during CY 2026.

- e. **America 250.** Under the direction of VCINC COL Joe Kirlin who heads the MOWW America 250 Ad Hoc Committee, our Order is celebrating America as we emphasize the value of service, promote Civics and Patriotic Education, and promote the Order through increased recognition/visibility within each of our communities. Our intent is to involve all Companions in this year-long celebration with planned events at local, state, and national levels. Furthermore, we are continuing a 10-year effort to have MOWW markers placed at each of our Nation's 156 National Cemeteries throughout 42 states and Puerto Rico, as well as at state-level veterans cemeteries. Parallel to our America 250 effort, the Order will invest the required financial and human resources to produce and implement a robust marketing plan, both online and through Social Media which is the central means of communication for today's veterans and communities.

Assessment: Chapters have clearly taken advantage of our country's celebration through the holding of *America 250* events and the initiation of placing markers at cemeteries throughout the country: funding from the *Gist Blair Trust* aided our Chapters' efforts. In fact, many of these events have attracted new members into the Order. My gratitude to VCINC Kirlin and his committee (please read his report elsewhere in this almanac) for their two-year effort spearheading the Order's *America 250* programs.

As we continue to celebrate America's 250th birthday, it is important we clearly articulate to today's youth the core values (as stated in our Preamble) we have fought for. President Abraham Lincoln stated: "It is not merely for today, but for all time to come that we should perpetuate for our children's children, this great and free government, which we have enjoyed all our lives." As veterans, it is our obligation to promote what our country stands for, a message that binds all of us: one of our greatest services to this country is to perpetuate President Lincoln's message through our flagship Patriotic Education programs, not just in 2026 but for years to come. In short, today's younger generation of veterans will enthusiastically become part of our heritage and assist in articulating our message through YLCs/YLSs, patriotic service projects, and presentations to schools and youth organizations: they need merely to be asked.

In short, as I stated last year, we must continue to look at "What Are We Doing and Why Are We Doing It?" and "What Aren't We Doing and Why Aren't We Doing It?". Last year we made tremendous strides throughout the Order thanks to the dedicated and selfless efforts of our Companions: I believe we have continued and fostered that upward trend.

5. Recommendations:

A. BRING EACH OF OUR YOUTH LEADERSHIP AND PATRIOTIC EDUCATION PROGRAMS UNDER A BROADENED YOUTH CHARACTER DEVELOPMENT PROGRAM UMBRELLA

Character development of our youth has always been front-and-center amongst our Order's outreach programs. Numerous veterans organizations have youth character development and recognition programs, such the Congressional Medal of Honor Society, VFW, and the American Legion. Service Academies and ROTC programs emphasize developing leaders of character; and programs such as JROTC, Scouting, Police Explorers, Sea Cadets, and Civil Air Patrol (just to name a few) are each centered around building citizens of character. Embedded in the concept of character development are a variety of elements such as officership, leadership, teambuilding, ethics, civics education, entrepreneurship, patriotism, and service, with each aforementioned program emphasizing various combinations of these elements.

Yes, we in actuality have such a program. MOWW's overall Youth Character Development Program (CDP), though currently not recognized in name as an actual MOWW program, encompasses those programs internal to MOWW, such as our curriculum-based Youth Leadership Conferences and Seminars, Massing of the Colors, and National Youth Civic Summit, each of which are originated and executed by dedicated, selfless Companions. These same Companions also speak to today's youth through a variety of forums to include schools and youth organizations. Our CDP program also encompasses the support of programs outside of MOWW such as ROTC, JROTC, and Scouting (amongst others) plus being Service Academy advocates. Our merit awards/certificates as well as our competitive scholarships recognize youth leadership and service excellence throughout both the internal and external programs we execute or support. All-in-all, MOWW's CDP is rooted in the core values as outlined our Order's Preamble. Attracting today's younger generation of veterans to become a part of MOWW can and should be centered around our flagship comprehensive CDP program and emphasized as one of the programs rooted in our Order's proud heritage (please see narrative above). Mentoring and recognizing today's youth is one of the most significant avenues of service for today's veterans; considering the broad scope of our Order's investment in today's youth, MOWW is an attractive organization that veterans will want to become a part of – we must engage veterans and the community by heavily promoting these programs, and let our veterans know they are welcome at each of our youth events. In short, Chapters must open their doors to veterans who want to become involved in our youth activities and events, even if they are not members of the Order. Our MOWW Patriot Program provides our Chapters the avenue to involve non-members: as a result, lasting relationships will evolve and eventually eligible veterans are likely to become members.

MOWW has more than just our four standalone Patriotic Education, ROTC/JROTC, Scouting, and National Youth Civic Summit programs: an overall Youth Character Development Program, encompassing all of the aforementioned elements, can and will set us apart from other Veterans Service Organizations, thus providing a pathway for extensive Chapter growth and ensuring the Order's viability for generations to come we need to identify and properly identify our overall youth programs as such.

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

Our Strategic Growth Committee, under the guidance of VCINC Col Adaberto Rivera, was tasked to review our Order's Operational Structure. Though addressed and discussed in committee, the committee was unable to present recommendations on this subject due to the magnitude of the subject matter. The

committee was able to (however) put forward a number of recommendations in other areas (please see their report contained in this almanac), for which I extend my heartfelt thanks for their selfless efforts.

In order to address this issue head-on, either the Council of Past CINCs should be asked to head this initiative, or an ad hoc committee must be established. Please allow me to repeat what I stated in last year's Annual Report:

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

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

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

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

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

Our largest-sized Chapters, and many of our medium-sized Chapters, while viable and active within their communities, are small in total number and do not reflect a robust National footprint. Furthermore, we cannot expect that what works for these highly successful Chapters is a viable blueprint for our remaining medium-sized Chapters and small-category Chapters as a roadmap to success. Our inability over the last 10 years to significantly establish new Chapters Order-wide is further evidence of MOWW's stunted organizational growth model. If MOWW is to continue as a relevant and long-term organization, we must:

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

Our current "structure" of Region and Committee oversight requires streamlining and, in the case of our National Committees, a high operational versus administrative focus. Over the last five years, the Order has consistently struggled to fill Region Commander positions, Region Commanders (in most instances) have little or no staff, and the lack of Departments throughout the Order have hampered Region oversight capabilities. Region Commanders have become long-term offices because replacements have not been identified, and Committee Chairs are actually "lifetime appointments" until such time they resign from their chairmanships, which in-term stifles innovation and fresh thinking. One solution would be (for example), is to foster growth within the Order by identifying 50 State (or Departments by state title) Commanders and place our States and Chapters on an equal footing as opposed to the States being a bureaucratic layer: If there are 50 State or Department Commanders as aforementioned, the Region Commander could be eliminated altogether and each Region placed under a VCINC, which would also require an increase in the number of elected VCINCS (not including the SVCINC) coupled with a small reduction in the number of geographical Regions. VCINCS would also have authority to create VCINC Staffs within their respective Regions. VCINC elections could rotate each year around 3-year terms with the understanding that not all VCINCS will eventually become the SVCINC and/or CINC. While administrative control of Committees would still rest with the Chief of Staff and/or Outreach Program Manager, operational control of committees would fall under the VCINCS. Technology would serve to reduce span-of-control issues. The CINC would be encouraged to "run" for two-years with a two-years-in-office cap, and the SVCINC would be elected from the pool of VCINCS with an additional election to fill an unexpired term (if necessary). The above suggestion is one example of how to streamline and foster a more efficient leadership and operational model.

In short, the experience and "vested interest" by our PCINCS allows the council to be the ideal body to conduct the necessary review and analysis to include proposed solutions and recommended changes; if it is determined to establish an ad hoc committee instead, the committee must have "movers-and-shakers" at all echelons of the Order since the committee will require significant in-depth analysis and problem-solving. The aforementioned *Revised and Sustainable Operational Structure* requires a cultural shift within our Order plus the recognition that it our community outreach that will inspire and draw today's younger generation of veterans towards our Order, not the common "luncheon-or dinner-meeting-centric" approach. Like I mentioned last year: "We possess the capacity to literally flip-the-script and move from

an organization that is on the tail-end of its life cycle to a newborn and widely recognized VSO that proudly champions and executes our core values as stated in our beloved *Preamble* to the MOWW Constitution.”

6. Conclusion:

As we complete our fifth year since the pandemic, modernizing and transforming our Order to better suit the needs of our communities and our fellow veterans, I want to applaud the willingness and tenacity of my fellow Companions who have selflessly facilitated what has resulted in increased membership and more comprehensive Companion involvement in this proud Order’s outreach mission: we had the courage to change our membership requirements to allow all veterans to become Companions; we exponentially established numerous partnerships critical to our mission’s success; we have taken much needed action towards recognizing, supporting, and working with veteran families such as American Gold Star Mothers; we have streamlined our Order’s bureaucracy and administrative functions thus becoming more effective and efficient; smart financial decisions have been implemented resulting from our comprehensive analysis of the Order’s financial strategy; we expanded our Youth Character Development Program allowing our Chapters, Cadres, and Conference/Seminar Directors to better serve our Nation’s youth; and finally, we have shifted to a much needed focus towards attracting our younger generation of veterans who are the lifeblood and future of our Order. Through our rich heritage, and a focus rooted in our beloved Preamble which define our core values, our service reflects the honor, patriotism, and values we have fought for in two World Wars and every other conflict in our rich 250-year history, so proudly represented through our most cherished American Flag.

In short, I truly believe we are meeting G/A John J. “Blackjack” Pershing’s mandate ... to serve. And we have done so in a way I know that, as he looks down upon us, he is unquestionably proud of

FOR THE GOOD OF THE ORDER

Sincerely,

A handwritten signature in black ink, appearing to read "D.J. Worley". The signature is stylized with a large, sweeping "D" and a long, horizontal stroke extending to the right.

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

SENIOR VICE COMMANDER IN CHIEF | ANNUAL REPORT

1. **General:** Serving a consecutive second term as senior vice provided added opportunities to travel and explore our Order's many diverse grassroots field operations throughout the lower forty-eight from coast to coast. I wish to thank all those regional commanders and supporting staff who extended invitations and provided superb support during my travels to regional bi-annual conferences, youth leadership programs, and a myriad of social special events. I also had the opportunity to sit in on many online committees (ZOOM video conference call sessions) and observe firsthand our Order at work and its day-to-day operational activities. I enjoyed the opportunity to participate in traditional and online planning sessions, analytical committee discussions and gained a much broader personal perspective of just how many talented and capable companions bless our Order throughout every corner of our administrative, operational and managerial support elements. Because of this added operating year experience as your senior vice, I was able to meet with more area commanders and chapter companions and enrich my personal companion journey. Because of this opportunity I am more appreciative of just how fortunate our Order is to be able to attract and retain the level of talent and personally passionate companions in an ever-expanding subject matter veteran services organization community and dynamic environment. within our organization. I am inspired by every companion, as I meet and share thoughts and ideas. I am most grateful for the continued trust and confidence you all have placed in me.
2. **Oversight Responsibilities:** As per the currently published MOWW National Directory – updated 3/24/26, my senior vice duties remained the same from OY2024 with a few exceptions added.
 - a. Regional Oversight and Support. I continued to serve with my home Region XIII – CONUS southwestern operations in support of the states of Arizona, Colorado, New Mexico, Utah, Wyoming, and the western panhandle of the great state of Texas in El Paso [3 Departments / 7 chapters] and Region XIV – CONUS Pacific northwest and all west coast operations in support of the states of Alaska, California, Idaho, Montana, Nevada, Oregon, Washington State, and the states abroad and common wealth territories of American Samoa, the Commonwealth of the Northern Mariana Islands, the territory of Guam, and the state of Hawaii [3 Departments / 10 Chapters] totaling a collective estimated land mass square mileage of over 3.5 million miles of territorial oversight.
 - b. Administrative Oversight and Support. As a member of the MOWW executive leadership, my assigned and appointed responsibilities include.
 - i. Board Responsibilities – Executive Committee (EXCOM) Board of Directors, MOWW, Inc. Vice Chair.
 - ii. Committee Responsibilities – Finance Committee (NFC) Member
 - iii. Working Group Responsibilities – Top-8 Working Group (TWG) Vice Chair / General of the Armies (GAS) John J. Pershing Chapter of the Year Working Group Chair

3. Assessment Notes – progress toward achieving Strategic Goals:

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

SG-1 Assessment: While overall gains were made Order wide through the systemic MOWW HQ corporate partnership revision process, there were Order wide gains at the regional and local chapter grassroots operational level of engagement. At best, those chapters with already established and robust partnerships concentrated efforts mostly on relationship sustainment rather than expansion efforts, with noticeable new or renewed partnership gains achieved at the MOWW HQ corporate level.

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

SG-2 Assessment: The previous (SG-1) observation note applies to (SG-2).

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

SG-3 Assessment: Increased external social media presence was noted, thanks to concentrated MOWW HQ outreach initiatives and capitalizing on available online communication technology and available services elevating public interest in AI capabilities. However, again at the regional and local chapter activities level, no noticeable gains were noted.

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

SG-4 Assessment: While significant recruitment gains were noted this OY (in comparison to previous years), gains centered among a small number of highly motivated and competitive chapters doing most of the work, leaving almost 50% of remaining chapters who did not show any gains nor progress severely hampering the gains achieved.

- g. Strategic Goal Five (SG-5): Increase revenues ensuring adequate financial resources to fulfill the Order's mission.

SG-5 Assessment: While our Order had a stable year financially (mainly due to a Bull Market US economy) making significant inroads in this goal remains elusive with some regions and local chapters still struggling to meet existing local fundraising challenges.

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

SG-6 Assessment: Minimal activity observed in achieving this goal across the Order with existing cadres and recently established cadres and new chapters still struggling to find their stride.

4. Recommendations.

- a. **Communications and Staffing Training** – Our executive communications and staffing practices remain cumbersome and unproductive.

Recommendation – Order executive leadership and staff should receive some sort of executive certification administrative, operational and managerial training on preferred Order coordination methods, available tools, and product usage before assuming any executive position. This action would also help standardize organization communications and staffing practices across the Order.

- b. **Problem Solving Training** – Our Order has a tendency of issuing confusing committee task guidance.

Recommendation – Again, some sort of academic certification training can be used to teach proper problem statement creation. Deriving a proper problem statement is a major deficiency. Consequently, committee task instructions most often present a solution (to be validated) rather than present a stated problem statement to be examined and solution recommendations offered.

FOR THE GOOD OF THE ORDER

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

VCINC CPT BRADY | ANNUAL REPORT

1. General:

Regions IV and V, made up of fifteen (15) Chapters and one (1) new Cadre in Charlotte, North Carolina, had an outstanding year marked by significant membership growth, high-impact high-visibility activities, and incredibly successful community outreach programs. While both Regions are a mix of strong and highly successful chapters, as well as smaller chapters, challenged by reduced membership rolls and aging leadership, the Region IV and V Chapters and its new Cadre have made remarkable impacts on their individual communities.

Significant successes over the last operating year have included the Region IV Major General George G. Meade Chapter's Massing of Colors; the Hampton Roads American Independence Youth Leadership Conferences; the Region V / Atlanta "America 250 Colonial Ball" which raised more than \$12k for the National Youth Civics Summit; the Augusta Chapter's 2026 Youth Leadership Conference and "America 250" Memorial Day Ceremony; and the Charlotte Cadre's special recognition ceremony for North Carolina's oldest living World War II Veteran. Additionally, Region IV achieved more than 61% of its recruiting goal with more than 27 new members and Region V achieved more than 167% of its recruiting goal with more than 50 new members, both well above last year's totals.

2. Oversight Responsibilities:

- A. Region IV (MD, VA, DC, WV)
- B. Region V (GA, TN, NC, SC)
- C. Vice Chair, Strategic Planning Committee
- D. Member, MOWW Foundation

3. Assessment of progress toward achieving Strategic Goals:

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

- 1) America 250: Several outstanding America 250 events were hosted during OY25 including the Region V Colonial Ball in Atlanta, Georgia which brought attendees from across the nation and internationally from as far away as the United Kingdom, Turkey, and Russia to celebrate 250 years of American Independence, 200 (+) years of American-British Friendship, and the 700th Anniversary of the Order of Saint George. The Augusta Chapter hosted its 14th Annual Augusta-Central Savannah River Area (CSRA) Memorial Day Ceremony with Major General Ryan M. Janovic, U.S. Army, Commanding General, Cyber Center of Excellence and Fort Gordon and Augusta Mayor Garnett L. Johnson serving as guest speakers. Additionally, the Memphis Chapter held a joint America 250 Anniversary dinner with their local SAR and DAR members and other patriotic supporters.

- 2) Massing of Colors: Three outstanding Massing of Colors were held by the General Meade, Atlanta, and Memphis Chapters. Of exceptional note was the General Meade Chapter MOC coordinated by COL Kenneth O. McCreedy, U.S. Army (Ret), which brought more than 30 honor guards from across Maryland, for a powerful and memorable event. Lieutenant General Omar Jones, former Commander, Military District of Washington, served as guest speaker.
- 3) Recognition of North Carolina's Oldest Living World War II Veteran: In September 2025 the Charlotte Cadre coordinated and hosted a special recognition ceremony with Matthews High School JROTC to honor North Carolina's oldest living World War II Veteran, TSgt Charles J. Richardson, U.S. Army Air Corps. Richardson, then 102 years old, had flown 235 successful B17 combat missions over Germany, from 1943 to 1945, received the Distinguished Flying Cross, the French Legion of Merit, the Russian Great War Medal, and 12 additional U.S. medals, awards, and honors. Cadre Commander, LTC Timothy E. Zack, U.S. Army (Ret), and CPT Brady, representing MOWW Headquarters, presented Richardson with an MOWW membership, a shadowbox containing all his awards and combat patches, as well as letters of appreciation from MOWW and U.S. Senator Thom Tillis. Richardson passed away a few weeks later. Family and friends said this recognition was a "singular highlight" of his golden years.
- 4) Phoenician Award Winner Reception: OY25 Phoenician Award winner, Madden McNatt, of Augusta, Georgia, was honored in a special ceremony at Augusta's Brandon Wilde Clubhouse, attended by his family, school officials, local officials, and Chapter Companions, 19 April 2026. The Augusta Chapter and the Order are incredibly proud of Madden and his achievement. Madden has earned a 4-year Army ROTC Scholarship and plans to attend the Virginia Military Institute in the Fall.
- 5) Award Presentations: While both Regions were remarkably proactive in presenting awards to young leaders, LTC Lou Ariff, U.S. Army (Ret), Atlanta Chapter Commander, his wife Linda, and the entire Atlanta team went above and beyond the call of duty in their presentation of more than 360 ROTC, JROTC, Eagle Scout, and Girl Scout Gold recognition awards.

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

- 1) Region IV: CAPT Ed Gantt, U.S. Navy (Ret), and Director of the National Youth Civics Summit program continued his outstanding support of the Jack Miller Center, a Philadelphia-based educational nonprofit, committed to solving the national crisis of uninformed citizenship by teaching America's founding principles and history. Several other strategic alliances have been built by Region IV Chapters that promote MOWW's mission, objectives, and visibility.
- 2) Region V: Region V Chapters have maintained and built more than 35 strategic alliances, many initiated during the Augusta Chapter's Vietnam War Memorial Initiative which placed a \$140k Vietnam War Veterans Memorial in Augusta's "Olde Town" Historic District in 2019. On 25 May

2026, representatives from more than 40 of the Chapter's allied organizations participated in Augusta's Memorial Day program to honor 250 years of heroic sacrifices by American patriots.

- 3) Partnerships: Alliances within both Regions include partnerships with the American Legion, the Sons of the American Revolution, the Daughters of the American Revolution, the Veterans of Foreign Wars, the Disabled American Veterans, the Military Officers Association of America, various Masonic Orders, the East Tennessee Military Affairs Council, the Charlotte-Mecklenburg JROTC Program, and most recently the National Sojourners and the Order of Saint George. These partnerships are an integral part of both Regions' success.

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

- 1) Region IV: Region IV achieved more than 61% of its recruiting goal with more than 27 new members and the Northern Virginia Chapter achieved more than 200% of its recruiting goal with more than 12 new members.
- 2) Region V: Region V achieved more than 167% of its recruiting goal with more than 50 new members and the Augusta Chapter achieved more than 350% of its recruiting goal with more than 35 new members. Additionally, the BG Scott Chapter has obtained 100% of its recruiting goal and the Columbia, SC Chapter has achieved 150% of its recruiting goal. Region V is especially proud of our Charlotte Cadre and their phenomenal work this year. We believe the Cadre will continue to grow and ultimately achieve full chapter status as their impact on the Charlotte-Mecklenburg and Winston-Salem communities increase and believe this momentum will set the conditions for more cadres and chapters in North Carolina.

4. Conclusions and Recommendations.

Region IV and Region V's success during OY25 was due in no small part to the outstanding leadership and work of MAJ Clarence I. Goodwine, Jr., PhD, U.S. Army (Ret), CDR, Region IV, and HPM Robert Soderstrom, CDR, Region V, and their outstanding teams. While it has been an incredibly successful year, overall, there is still much work to be done to ensure the future success and longevity of our Chapters, Departments, and Regions. Smaller chapters need strong helping hands in order to revitalize and grow, and all chapters must continue prioritizing their efforts to attract younger members willing and able to carry the MOWW mission forward. Regions IV and V are proud to remain vibrant, engaged, and dedicated to the Order's mission and objectives.

FOR THE GOOD OF THE ORDER

CPT James Brady, USA (Fmr)
Vice Commander in Chief, MOWW

VCINC COL KIRLIN | ANNUAL REPORT

Mission: The overall responsibility of the Vice Commander (VCINC) is to preserve and protect the order and its Chapters and to ensure the longevity of the order. The VCINC has the responsibility to provide guidance, assistance and recommendations to Region Commanders to meet their Region and Chapter Strategic goals. This encompasses utilizing best practices to provide quality youth leadership programs, solid support to Scouting programs and meaningful support to Junior and Senior ROTC programs and others where engaged. Four areas critical to success include: Marketing MOWW, Recruiting Active Younger Membership, Mentoring especially new members, and raising money.

Region 1

As Region Commander, Colonel Larry Wilworth's participation is equaled by none. He sets the example by his event participation. Despite the loss of three key leaders the region continues to grow. The Maine and New Hampshire Chapters lead the way in programs with young leaders. All Chapters remain active as far as meetings and many have active engaging programs for scouting, JROTC and youth leadership. At the recent Region meeting all Commanders participated, which was the first time since before the pandemic that they did. The updates from each chapter were goal oriented and encouraging as they were able to translate their programs as part of the National strategic plan. Like many chapters nationally their challenges are recruiting younger people and succession. Many chapters have limited recruiting opportunities due to insufficient marketing and limited activity in social media and outreach. Although recruiting is taking place, current leadership in the Chapters need to reevaluate their programs and engage the Junior ROTC and Senior ROTC leaders. Where possible chapters should bring in JROTC leaders into their chapters as members and pay for them. If possible, they should hire interns either from Senior ROTC programs or college students or even high school students. The Region should invest in Digital Media and get their name out there on a digital platform, Region leadership should appoint younger members to leadership positions now and mentor them. Each chapter should reestablish the traditional positions in Chapter starting with an Adjutant and as a minimum senior vice and junior vice commander.

Each chapter should complete a chapter action plan now which will help them to reach their Operating Year (OY) 26-27 Strategic goals. All Chapters should sign up for Freedom Bells and use it as a marketing device to attract members. The Connecticut cadre is growing in membership and should be at full strength and ready to stand up in OY 26-27. The Commanders were enthusiastic and readily acceptable to new ideas. Please review the regional report for more specific information on the Chapters.

Region III

Under LTC Paul Farinella Region III continues to advance. All Chapters have met their membership goals with the Philadelphia chapter recruiting 30 members. There was one new chapter activated in Saratoga New York. There were 5 youth leadership meetings, one 3 day and 4 one day held in the Region with a total number of 192 students attending from the region. The Saratoga chapter is planning its first youth leadership meeting in OY 26-27 in the fall. The Philadelphia Chapter continued its junior members program and enrolled 232 high school students. Scouting outreach programs continued to be strong with the Shehab New Jersey chapter leading the way with 140 Gold certificates to Girl scouts followed by Roosevelt and Philadelphia and Pittsburgh chapters.

The Delaware Chapter continued to rebuild expanding the only sea cadets' program in the region and participating in America 250 program by hosting a unique program with colonial reenactors and puppet show based on colonial times. The Pittsburgh chapter continues to support youth leadership programs and is starting to rebuild by recruiting new members so leadership can transition to new leaders.

Both Senior and Junior ROTC units award ceremonies are supported by all Chapters with the Roosevelt and Philadelphia chapters participating in Commissioning ceremonies. As a result, 7 new 2lt were sworn into the order. The Philadelphia Chapter continues to excel in support of JROTC and Senior ROTC units being actively engaged and supporting 80 JROTC units through its programs and 14 Senior ROTC with 20 satellites.

So far, the Pittsburgh, Philadelphia and Roosevelt Chapter have made donations to the Freedom Bells program which continues until July 4th. America 250 will continue through the end of the calendar year with opportunities for all. It was a pleasure to work with the Region Commanders. Additional specific information on Chapter can be read in Region Commander report.

Action Steps:

All Chapters throughout the regions need to continue their rebuilding programs. Positions that are critical to survival are a young Adjutant, Fundraiser, and social media and digital marketing person in addition to a Senior and Junior Vice Commander for succession. If you can, hire an intern. It is recommended that you continue to market with your outreach programs.

Go to universities and join their college veteran's organization as an advisor, Veterans are using their GI bill more than ever. Recruit JROTC instructors into your chapters. Start fundraising by holding live auctions and online auctions. Finally partner with organizations that can help you in your collective mission.

When you're green you grow. When you're ripe you rot. Let's get greener.

Serving Youth, Community and Nation!

Joseph P. Kirlin III
Colonel USA (ret)
Vice Commander in Chief, MOWW
Regions I, III

VCINC COL PECK | ANNUAL REPORT

1. General: I was assigned as oversight for regions two and eight. I worked closely with the region commanders and ensured an effective membership campaign in both regions.

For America 250 the Chicago Chapter recognized five outstanding veterans from the state of Illinois and gave the State of Illinois for the Capitol building a plaque bearing the names of the 117 Medal of Honor recipients born in the state of Illinois.

During my visit to region eight, I collaborated with Mike Belcher, the region commander. The region's efforts this year centered around the 2026 MOWW National Convention.

In region eight, I visited the Topeka MOWW chapter and Fort Riley, Kansas, where I received a briefing from the post commander and sergeant major.

In region two, I closely worked with Dave Estes to establish cadres in eight states where we no longer had a chapter. I continue to collaborate with them to develop a relationship and membership on the state veteran's advisory council. By working with coalitions on the council, we aim to restore active chapters.

In collaboration with VCINC Jim Brady, I introduced amendments to the ethics policy to distinguish between advocacy and lobbying. The revised definition will enhance our chapters and regions' active involvement in veterans' issues at the local and state levels.

At the Region VII annual meeting I presented Lieutenant Colonel Richard Crossley with a gold Patrick Henry Medal in recognition of his service to the region and chapters JROTC program.

SG- 1, encourage all chapters to continue outreach programs and report progress for the chapter of the year award.

SG-2, partnerships and coalitions, encourage chapters to have delegates assigned to both the state and county veterans assistance commission where they become members of coalitions to support veterans and their families.

SG-3, community engagement, encourage chapters to participate in Memorial Day and Veterans Day programs as members of the community patriotic committee.

SG-4/6, encouraged region leadership to establish cadres in those states where there is no MOWW membership.

SG-5, finance, no recommendations.

FOR THE GOOD OF THE ORDER

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

VCINC COL RIVERA | ANNUAL REPORT

1. General and Oversight Responsibilities:

This was my second year as VCINC. As part of my duties, I had oversight of operations over Region VI and Region VII, and also was the Chair, Strategic Growth Committee. I participated at all MOWW Top-8 meetings and EXCOM meetings, as well as the MOWW Veterans Day Ceremony on 11 November and subsequent meetings in Alexandria, Virginia.

Region VI a total of eight (8) chapters, one (1) in Puerto Rico and seven (7) in Florida. The region is commanded by Col (Retired) Adolfo Mendenz, who is also the Chair, Council of Area Commanders. LTC (Retired) Hodges is the Vice Region Commander, and the Department Commanders are CWO4 David McCuistion for Florida and LTC (Retired) Jorge Mas for Puerto Rico. Region VI has the Region Commander, Vice Region Commander, Treasurer and Adjutant positions occupied.

Region VI held one in person and Zoom Fall Conferences in 2025 at the Florida Elks Youth Camp in Umatilla, Florida, and a Spring Conference in 2026 at the Trinity Baptist Church in Sun City Center, Florida. In August the NWFL CADRE was approved to turn into a chapter. I attended the Sun City Center Chapter 33rd Anniversary Celebration in February, where I participated in the induction ceremony of one of their regular members. I also attended their Youth Leadership Seminar, where I interacted with the 85 students present, along with the Region VI Commander and one companion from the Puerto Rico Chapter supporting the event. Also in February, the EXCOM approved the name change from NCFL to the LTC Frank Rasbury Chapter. In March, I visited the newly formed Northwest Florida Chapter, along with the Region VI Commander, to participate of their chapter meeting and interact with other members of the Panama City veteran's community. In January, I was invited to speak on behalf of the order at the 50th Anniversary of the Col. Clara E. Livingston Cadet Squadron, Civil Air Patrol, in Puerto Rico. In March, I attended the burial ceremony of companion Major General Felix Santoni, USA (Retired), former Civilian Aide to the Secretary of the ARMY, Emeritus. I attended the International Women Day ceremony held in Aguadilla, in honor of all service women. In May, I attended the Memorial Day ceremony at the Morovis National Cemetery, event ran completely by MOWW, Puerto Rico Chapter. In June I attended the chapter meetings for both Sun City Center and Puerto Rico for the installation of their respective new elected and appointed officers. One Silver Patrick Henry Medal presented. I also presented the Gold Patrick Henry Medal to 1LT Thomas Hart, USA (Former), Sun City Center Chapter Patriotic Education Program Coordinator.

Region VII has a total of five states; Alabama, Arkansas, Louisiana, Mississippi and Missouri, each one with one (1) chapter. LTC (Retired) Eugene Thurman, is the region Vice Commander. Region VI has no department commanders.

Region VII held a Zoom Fall Conference in November and a hybrid Spring Conference in April. LTG Emmett Walker Chapter, from Mississippi, held a chapter virtual meeting to which I was invited to participate. Concerning America 250 events for Region VII, the MG Wheeler Chapter (Huntsville, Alabama), will participate in the Bell Ringing on July 4th America 250 picnic, featuring Lt Col David Dunlap's Uncle Sam show, "The Shaping of Uncle Sam" and a similar appearance at the MOWW Atlanta Chapter 250 event, on July 18th.

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

a. Membership

- Region VI recruitment: 61 companions (153% of recruiting goal) – Six units out of eight started recruiting (all 6 reached a 100% or higher). 33 losses this OY
- Region VII recruitment: Five companions (19% of recruiting goal) – Three units of five started recruiting (one chapter reached 150%, two chapters a 17%). 16 losses this OY.

b. Community Outreach

- Region VI: No YLC held, Three YLS – a total of 205 students
- Region VII: One YLC, Seven YLS – a total of 107 students
- MOC Held or Supported: Region VI – None. Region VII – One

c. Veteran Affairs Outreach Program (OY25 vs. OY24)

- Region VI: 74 events for OY25 versus 54 last year
- Region VII: 94 events for OY25 versus 54 last year

d. Law & Order/First Responder Outreach Program (OY25 vs. OY24)

- Region VI: 9 events for OY25, same as last year
- Region VII: No events this OY versus 1 last year

e. National Security (OY 25 vs. OY24)

- Region VI: 2 vs. 2
- Region VII: 4 vs. 3

f. Awards and Honors to Non-Companions (OY25 vs. OY24)

- Region VI: BSA Eagle Certs: 191 vs. 62, GSUSA Certs: 6 vs. 28, ROTC Medals: 63 vs. 49, JROTC Medals: 197 vs. 229, Other Awards/Recognitions: 455 vs. 98
- Region VII: BSA Eagle Certs: 14 vs. 18, GSUSA Certs: None vs. 15, ROTC Medals: 75 vs. 68, JROTC Medals: 115 vs. 108, Other Awards/Recognitions: 123 vs. 105

g. Awards and Honors to Companions (OY25 vs. OY24)

- Region VI: 271 versus 131 (considerable improvement)
- Region VII: None vs. 3 last year

h. Communication & Marketing (OY25 vs. OY24)

- Region VI: 23 alliances vs. 17. Four chapters have a social media presence, one more from last year. 122 interactions with local community, from 87 the previous year. A total of 19 news releases between two (2) chapters, going down from 23. Chapter in Action or articles published among the MOWW Review, 13 versus 10 in OY24. Six out of eight chapters publish a newsletter
- Region VII: 12 alliances in both OY. No social media presence in any OY. Official Chapter Interaction with community, none compared with 13 the previous year. Total of zero news releases vs. one last year. Chapters in Action or articles published, None vs. 2 last year. One chapter out of 5 publishes a newsletter.

3. Conclusion: A great year for Region VI chapters with lots of improvement across the board. Six chapters within the region achieved a 100% or more of their recruitment goals. Good performance on

the outreach programs. A problem area is the low participation on the Girls Scout Golden Award, a noticeable decrease in participation from last year, but this is more an issue with their organization across the nation than a lack of effort on our behalf. This year, Florida and Puerto Rico nominated students for the upcoming National Youth Civic Summit. Both were accepted. My main concern is the remaining two chapters, with consistently no improvement for years, issue I discussed with the region commander. Region VII had MG Wheeler Chapter achieve a 150% in new membership, an exceptional improvement from last year. Two other chapters reached a 17% respectively, for a region overall of 19%, the lowest among the 10 regions. The region is quite active on the Patriotic Education Program, holding one YLC and seven YLS. They also actively support the NYCS. The region has a strong Scouting and ROTC/JROTC Program. The weight of the region's Awards and Honors Program for Non-Companions is carried by the MG Wheeler Chapter. The Companions Recognition show a decrease in participation/numbers. They also lack a social media presence, which I believe is one of the main reasons their community interaction and recruiting is lagging behind.

4. Recommendations: The creation of an Operational Support Team to visit chapters with performance problems to assess and provide ideas and alternatives for improvement. I find this urgent due to the number of chapters currently struggling among the two regions. I concur with the Region VI Commander's idea of calling the chapter companions individually and schedule a series of meetings based on their geographical locations to find solutions and reach a consensus. The same should be done with Region VII before the problems get too difficult to handle. Regarding the Girls Scout program, the order should reach out to the Girls Scout at national level to try to improve the relationship and interaction between organizations.

FOR THE GOOD OF THE ORDER

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

CHIEF OF STAFF | ANNUAL REPORT

1. Financial Management. The MOWW Operating Year (OY) is 01 July - 30 June of the following year. The Fiscal Year (FY) is 01 Jan – 31 Dec. MOWW financial planning, budgeting and execution is accomplished based on the FY. The Order’s financial position at the close of FY 2025 is represented in the enclosed audited financial statements.
 - a. The Finance Committee conducted a review of the Orders finances with the goal of identifying areas of concern and making recommendations to improve the state of the Orders finances. The [MOWW Financial Review – 22 April 26](#) is available on the MOWW website, Chapter Officers Resource page under the Reports tab.
 - b. Annual Audit. An independent accounting firm, Deleon & Stagg, Certified Public Accountants and Advisors conducted the annual audit of the Military Order of the World Wars, Inc. financial statements for the year ending 31 Dec 2025 and 2024. The Order received a “clean audit” in that the financial statements referred to above present fairly, in all material respects, the financial position of The Military Order of the World Wars as of December 31, 2025, and 2024. The Audited Financial Statements are included as an enclosure with this report.
 - c. The overall financial position of the Order is stable. The Order has seen moderate increases in revenues from membership dues, online store sales and contributions while overall expenses have grown. The Order remains reliant on funding from the Order’s Investment portfolio to cover operating expenses. During FY 2025, roughly 60% of the Orders revenues were drawn from the investment portfolio. This over-reliance on income concentrated in a single source places the Order at a higher risk. The Order will continue its effort to diversify its revenue sources to lower the associated risks. Clearly, the most significant action that can improve the Orders financial situation is the addition of new dues paying members and active participants in the Orders outreach programs. Opening the Order’s Membership to all veterans has been a significant boost to recruiting and membership dues revenue.
2. Membership.
 - a. MOWW Strategic Goal 4 (SG-4) requires the Order and its chapters to annually grow the Orders membership. The EXCOM established recruiting goal for OY 2025 was set at 384 Companions. The Order has recruited 431 new members this operating year. Unfortunately, we lost 315 members this year. The Order exceeded the OY 2025 recruiting goal. Thirty-three (33) chapters met or exceeded their recruiting goal (42.4% of the Order) in OY 2024. There were only 10 chapters (13%) that did not recruit a new member. The weekly and monthly recruiting reports are posted on the MOWW Website.
 - b. Recruitment and retention of Regular Members is critical for the Orders’ continued survival and the achievement of our Strategic goals. The Orders regular member retention rate was 81% in OY 2025. This was an improvement over OY 2024 but below our five year average of 86.6%.
 - c. The Order, as a 501(c)(19) veterans’ organization must maintain a membership composition of at least 75% past or present members of the US Armed Forces. Each chapter is responsible for

maintaining the 75% Veteran membership standard. As of 30 June 2026, the Order stands at 75.9 with 47 chapters above the standard. This is a positive increase over previous years.

- d. The membership director revised the online application process to include an e-signature feature without leaving the website. Additionally, the membership renewal process was revised and the process for contacting lapsed members was reduced from 6 months to 3 months.
3. MOWW Store. The MOWW online store recorded revenues of \$107,210.00 in Fiscal Year 2025. This was an increase of approximately \$2,700 from FY 2024. The total number of orders received showed a moderate increase while the total number of items sold decreased from 2024.
4. CINC Solicitation. The OY 2025 CINC solicitation ended on 30 June 2026. This year the Order fell short of the \$100,000 goal by approximately \$16,000, receiving \$84,211.00 in donations. The Order received 780 donations from 476 individual donors. The Order's leadership is immensely proud of the generosity and leadership our Companions displayed this year.
5. BG BULTMAN (HEADQUARTERS) CHAPTER (122). The BG Bultman Chapter utilized the P&M Dividend funds to support the HQs operations, MOWW outreach programs and provided direct support to MOWW chapters/cadres. See the BG Bultman Chapter FY2025 report.
6. The following list of Operating Year 2025 MOWW headquarters accomplishments:
 - a. MOWW's Outreach Program Manager (OPM) administers the MOWW Social Media presence on Facebook and LinkedIn and Instagram account. Consistent social media posts (2-3 per week) led to an increase in followers:

PLATFORM	OY2024 FOLLOWERS	OY2025 FOLLOWERS	NEW FOLLOWERS GAINED IN OY2025	GROWTH VS. OY2024
Facebook – National Public Page	387	728	+341	+88%
MOWW Facebook Group (Private)	363	416	+53	+15%
Instagram	176	293	+117	+66%
LinkedIn	569	752	+183	+32%

- b. The OPM developed, implemented and tracked the MOWW operating year marketing plan which included the following initiatives;
 - MOWW marketing ads for print, digital and events including Army Daily News, AUSA, Military Families Magazine, Center for Civics Education, Total Force +, the MOWW Review.
 - National Convention Advertisements and placement in Joint Base San Antonio magazine and website.

- MOWW social media content creation, consistent posting, boosted posts led to increased followers.
 - Wrote and submitted press release distributions through PR Newswire.
- c. Supported the America 250 committee by assisting with website creation, creation of the photo depository, Gist Blair fund request tracking and the introduction of the Freedom Bells Web App and Freedom Bells Sponsorship Packages.
 - d. Continued to advance MOWW relationship with Wreath Across America (WAA) by coordinating input for on WAA's podcast, "Past Stories, Current Lessons" and creating MOWW articles in WAA Teaching Times newsletter.
 - e. Additionally, the outreach program manager drafted the MOWW Inc / MOWW Foundation Affiliation Agreement, supported the 2026 National Youth Civics Summit and created the 2026 NYCS Donor Pitch Deck and created the Operating Year Impact sheet.
 - f. The order established new partnerships with American Gold Star Mothers and is finalized an agreement with the United States Marines Youth Foundation, Inc.
 - g. HQs completed converting all National Award submission forms from a print and submit format to online submission format.
 - h. The HQs conducted a fall membership drive providing a 20% discount for new members. Sixty-nine (49) new members were recruited; 32 regular and 17 perpetual members.
 - i. MOWW Foundation. MOWW HQs personnel supported the operation of the MOWW Foundation (MOWWF) which secured donations from inside and outside MOWW to support the National Youth Civics Summit (NYCS). Donations can be made to MOWWF by visiting the Link.
<https://secure.givelively.org/donate/moww-educational-foundation-inc>

"For the Good of the Order"

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

Enclosure: (1) MOWW Audited Financial Statements (Year Ended 31 December 2025)

Enclosure: (2) BG Bultman Chapter Annual Financial Report – Fiscal Year 2025 (FY Ended 31 December 2025)

Enclosure (1): MOWW Audited Financial Statements (Year Ended 31 December 2025)



MILITARY ORDER
OF THE WORLD WARS

THE MILITARY ORDER OF THE WORLD WARS

**FINANCIAL STATEMENTS
WITH
INDEPENDENT AUDITORS' REPORT**

For the Years Ended December 31, 2025 and 2024



THE MILITARY ORDER OF THE WORLD WARS

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INDEPENDENT AUDITORS' REPORT

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

Opinion

We have audited the accompanying financial statements of **The Military Order of the World Wars** (a nonprofit organization), which comprise the statements of financial position as of December 31, 2025 and 2024, and the related statements of activities, functional expenses and cash flows for the years then ended and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of **The Military Order of the World Wars** as of December 31, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

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

Responsibilities of Management for the Financial Statements

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

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

THE MILITARY ORDER OF THE WORLD WARS

Independent Auditors' Report

Page 2

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

DeLeon & Stang

DeLeon & Stang, CPAs and Advisors
Frederick, Maryland
April 14, 2026

THE MILITARY ORDER OF THE WORLD WARS
Statement of Financial Position
December 31, 2025

	General Operating Fund	Perpetual and Memorial Fund	Operational Fund	Endowment Fund	Admiral Dyer Memorial Trust Funds	Other Funds	Total All Funds
ASSETS							
Current Assets							
Cash and cash equivalents	\$ 212,299	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 212,299
Accounts receivable	2,750	-	-	-	-	-	2,750
ERC receivable	28,000	-	-	-	-	-	28,000
Due from MOWW Foundation	76,498	-	-	-	-	-	76,498
Inventory	86,703	-	-	-	-	-	86,703
Prepaid expenses	27,050	-	-	-	-	-	27,050
Investments	-	11,223,358	-	855,046	808,455	795,672	13,682,531
(Due to) / due from other funds	(205,698)	42,740	37,207	18,853	110,384	(3,486)	-
Total Current Assets	227,602	11,266,098	37,207	873,899	918,839	792,186	14,115,831
Property and Equipment							
Land	127,423	-	-	-	-	-	127,423
Building	397,962	-	-	-	-	-	397,962
Website	33,000	-	-	-	-	-	33,000
Furniture and equipment	42,578	-	-	-	-	-	42,578
	600,963	-	-	-	-	-	600,963
Less accumulated depreciation and amortization	(413,685)	-	-	-	-	-	(413,685)
Total Property and Equipment	187,278	-	-	-	-	-	187,278
Total Assets	\$ 414,880	\$ 11,266,098	\$ 37,207	\$ 873,899	\$ 918,839	\$ 792,186	\$ 14,303,109

See Accompanying Notes to the Financial Statements
Page 3

THE MILITARY ORDER OF THE WORLD WARS
Statement of Financial Position (Continued)
December 31, 2025

	General Operating Fund	Perpetual and Memorial Fund	Operational Fund	Endowment Fund	Admiral Dyer Memorial Trust Funds	Other Funds	Total All Funds
LIABILITIES AND NET ASSETS							
Current Liabilities							
Accounts payable	\$ 27,988	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,988
Accrued leave	62,470	-	-	-	-	-	62,470
Dividends payable	-	340,441	-	-	-	-	340,441
Deferred revenue	89,434	-	-	-	-	-	89,434
Deferred dues - current portion	-	134,196	-	-	-	-	134,196
Total Current Liabilities	179,892	474,637	-	-	-	-	654,529
Deferred dues - net of current portion	-	215,830	-	-	-	-	215,830
Total Liabilities	179,892	690,467	-	-	-	-	870,359
Net Assets							
Without Donor Restrictions							
Without donor restrictions	234,988	-	-	-	-	-	234,988
Without donor restrictions - board designated	-	10,575,631	37,207	873,899	-	-	11,486,737
Total Net Assets - Without Donor Restrictions	234,988	10,575,631	37,207	873,899	-	-	11,721,725
With donor restrictions by purpose	-	-	-	-	698,839	775,686	1,474,525
With donor restrictions in perpetuity	-	-	-	-	220,000	16,500	236,500
Total Net Assets	234,988	10,575,631	37,207	873,899	918,839	792,186	13,432,750
Total Liabilities and Net Assets	\$ 414,880	\$ 11,266,098	\$ 37,207	\$ 873,899	\$ 918,839	\$ 792,186	\$ 14,303,109

See Accompanying Notes to the Financial Statements
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THE MILITARY ORDER OF THE WORLD WARNS
Statement of Financial Position
December 31, 2024

	General Operating Fund	Perpetual and Memorial Fund	Operational Fund	Endowment Fund	Admiral Dyer Memorial Trust Funds	Other Funds	Total All Funds
ASSETS							
Current Assets							
Cash and cash equivalents	\$ 267,610	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,610
ERC receivable	28,000	-	-	-	-	-	28,000
Inventory	64,640	-	-	-	-	-	64,640
Prepaid expenses	23,692	-	-	-	-	-	23,692
Investments	-	10,103,918	-	1,134,276	782,068	738,840	12,759,102
(Due to) / due from other funds	(205,700)	42,740	37,207	18,853	110,384	(3,484)	-
Total Current Assets	178,242	10,146,658	37,207	1,153,129	892,452	735,356	13,143,044
Property and Equipment							
Land	127,423	-	-	-	-	-	127,423
Building	397,962	-	-	-	-	-	397,962
Website	33,000	-	-	-	-	-	33,000
Furniture and equipment	42,578	-	-	-	-	-	42,578
Less accumulated depreciation and amortization	600,963	-	-	-	-	-	600,963
	(404,320)	-	-	-	-	-	(404,320)
Total Property and Equipment	196,643	-	-	-	-	-	196,643
Total Assets	\$ 374,885	\$ 10,146,658	\$ 37,207	\$ 1,153,129	\$ 892,452	\$ 735,356	\$ 13,339,687

See Accompanying Notes to the Financial Statements
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THE MILITARY ORDER OF THE WORLD WARS
Statement of Financial Position (Continued)
December 31, 2024

	General Operating Fund	Perpetual and Memorial Fund	Operational Fund	Endowment Fund	Admiral Dyer Memorial Trust Funds	Other Funds	Total All Funds
LIABILITIES AND NET ASSETS							
Current Liabilities							
Accounts payable	\$ 13,176	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,176
Accrued leave	57,855	-	-	-	-	-	57,855
Dividends payable	-	130,788	-	-	-	-	130,788
Deferred revenue	85,950	-	-	-	-	-	85,950
Deferred dues - current portion	-	213,594	-	-	-	-	213,594
Total Current Liabilities	156,981	344,382	-	-	-	-	501,363
Deferred dues - net of current portion	-	297,515	-	-	-	-	297,515
Total Liabilities	156,981	641,897	-	-	-	-	798,878
Net Assets							
Without Donor Restrictions							
Without donor restrictions	217,904	-	-	-	-	-	217,904
Without donor restrictions - board designated	-	9,504,761	37,207	1,153,129	-	-	10,695,097
Total Net Assets - Without Donor Restrictions	217,904	9,504,761	37,207	1,153,129	-	-	10,913,001
With donor restrictions by purpose	-	-	-	-	672,452	718,856	1,391,308
With donor restrictions in perpetuity	-	-	-	-	220,000	16,500	236,500
Total Net Assets	217,904	9,504,761	37,207	1,153,129	892,452	735,356	12,540,809
Total Liabilities and Net Assets	\$ 374,885	\$ 10,146,658	\$ 37,207	\$ 1,153,129	\$ 892,452	\$ 735,356	\$ 13,339,687

See Accompanying Notes to the Financial Statements
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THE MILITARY ORDER OF THE WORLD WARS
Statement of Activities
For the Year Ended December 31, 2025

	Without Donor Restrictions	With Donor Restrictions - by Purpose	With Donor Restrictions - in Perpetuity	Total
<u>Revenues and Support</u>				
Contributions	\$ 92,785	\$ -	\$ -	\$ 92,785
Merchandise sales	107,210	-	-	107,210
Registration revenue	53,469	-	-	53,469
Other	28,978	-	-	28,978
Membership dues	33,372	-	-	33,372
Interest and dividends	326,433	44,178	-	370,611
Net assets released from restrictions:				
Authorized expenditures and fees	116,259	(116,259)	-	-
Total revenues and support	758,506	(72,081)	-	686,425
<u>Expenses</u>				
Program expenses	1,106,273	-	-	1,106,273
Management and general expenses	175,217	-	-	175,217
Fundraising expenses	35,240	-	-	35,240
Total expenses	1,316,730	-	-	1,316,730
Change in net assets before other items	(558,224)	(72,081)	-	(630,305)
<u>Other Items</u>				
Investment income, net	1,147,519	155,298	-	1,302,817
Perpetual and Memorial Fund Contributions	219,429	-	-	219,429
Total other items	1,366,948	155,298	-	1,522,246
Change in net assets	808,724	83,217	-	891,941
Net assets at beginning of year	10,913,001	1,391,308	236,500	12,540,809
Net assets at end of year	\$ 11,721,725	\$ 1,474,525	\$ 236,500	\$ 13,432,750

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

	Without Donor Restrictions	With Donor Restrictions - by Purpose	With Donor Restrictions - in Perpetuity	Total
<u>Revenues and Support</u>				
Contributions	\$ 101,652	\$ 105,000	\$ -	\$ 206,652
Merchandise sales	104,541	-	-	104,541
Registration revenue	51,711	-	-	51,711
Other	1,002	-	-	1,002
Membership dues	30,715	-	-	30,715
Interest and dividends	277,805	34,233	-	312,038
Net assets released from restrictions:				
Authorized expenditures and fees	70,809	(70,809)	-	-
Total revenues and support	638,235	68,424	-	706,659
<u>Expenses</u>				
Program expenses	899,146	-	-	899,146
Management and general expenses	122,347	-	-	122,347
Fundraising expenses	36,506	-	-	36,506
Total expenses	1,057,999	-	-	1,057,999
Change in net assets before other items	(419,764)	68,424	-	(351,340)
<u>Other Items</u>				
Investment income, net	1,143,875	142,640	-	1,286,515
Perpetual and Memorial Fund Contributions	213,594	-	-	213,594
Total other items	1,357,469	142,640	-	1,500,109
Change in net assets	937,705	211,064	-	1,148,769
Net assets at beginning of year	9,975,296	1,180,244	236,500	11,392,040
Net assets at end of year	\$ 10,913,001	\$ 1,391,308	\$ 236,500	\$ 12,540,809

See Accompanying Notes to the Financial Statements
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See Accompanying Notes to the Financial Statements
Page 9

Total expenses

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

	Program Activities			Supporting Activities			
	Membership	Store	Event	Program Subtotal	Management and General	Fundraising	Supporting Subtotal
Expenses							
Salaries, payroll taxes, and benefits	\$ 137,722	\$ 70,219	\$ 169,378	\$ 377,319	\$ 16,663	\$ 17,421	\$ 34,084
Chapter PM dividend distribution	130,788	-	-	130,788	-	-	-
Program consultants	112,791	-	-	112,791	-	7,797	7,797
Professional fees	-	-	-	-	100,050	-	100,050
Cost of merchandise sold	-	65,259	-	65,259	-	-	-
Convention expense	-	-	50,209	50,209	-	-	-
Awards	24,459	414	13,560	38,433	-	7,126	7,126
Travel	22,134	-	12,056	34,190	1,568	-	1,568
Facility cost	9,187	4,684	11,299	25,170	1,112	1,162	2,274
Information technology	7,409	3,778	9,112	20,299	896	937	1,833
Headquarters office expense	6,404	3,265	7,875	17,544	859	810	1,669
Depreciation	5,852	2,984	7,198	16,034	708	740	1,448
Insurance	4,055	2,068	4,987	11,110	491	513	1,004
Total expenses	\$ 460,801	\$ 152,671	\$ 285,674	\$ 899,146	\$ 122,347	\$ 36,506	\$ 158,853
							\$ 1,057,999

See Accompanying Notes to the Financial Statements
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THE MILITARY ORDER OF THE WORLD WARS
Statements of Cash Flows
For the Years Ended December 31, 2025 and 2024

	2025	2024
<u>Cash Flows From Operating Activities:</u>		
Change in net assets	\$ 891,941	\$ 1,148,769
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation	9,364	17,482
Unrealized gain on investments	(807,269)	(1,252,749)
Realized gain on sales of investments	(580,460)	(113,656)
Changes in operating assets and liabilities:		
Accounts receivable	(2,750)	-
ERC receivable	-	21,000
Due from MOWW Foundation	(76,498)	3,999
Inventory	(22,063)	26,811
Prepaid expenses	(3,358)	(5,639)
Accounts payable	14,812	(10,728)
Accrued leave	4,615	6,716
Dividends payable	209,653	30,788
Deferred revenue	3,484	6,678
Deferred dues	(161,083)	(150,094)
Net cash used in operating activities	(519,612)	(270,623)
<u>Cash Flows From Investing Activities:</u>		
Purchases of property and equipment	-	(7,600)
Purchases of investments	(3,268,171)	(1,128,041)
Proceeds from sale of investments	3,732,472	1,549,182
Net cash provided by investing activities	464,301	413,541
Increase (decrease) in cash and cash equivalents	(55,311)	142,918
Cash and cash equivalents, beginning of year	267,610	124,692
Cash and cash equivalents, end of year	\$ 212,299	\$ 267,610

See Accompanying Notes to the Financial Statements
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THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements
December 31, 2025 and 2024

NOTE 1 - ORGANIZATION AND SUMMARY OF ACCOUNTING POLICIES

The Military Order of the World Wars (the "Order") is a patriotic, non-partisan veterans service made up of military veterans who are currently or formerly on active duty, or in the Reserves or National Guard, who have served honorably in the Armed Forces of the United States of America. Family members who are directly related to eligible veterans within two degrees of consanguinity (i.e., spouse, son/step-son, daughter/step-daughter, grandson/granddaughter) are also eligible for Hereditary Membership. Former officers in the Great War founded the Order in 1919. Members in good standing must personally recommend all applicants for membership. There are 76 chapters (73 standard, 2 At-Large, and 1 that is not considered a standard or an At-Large chapter) and 3 cadres throughout the country with current memberships at 19,685 (includes all regular memberships and living and deceased perpetual memberships). The Order's primary sources of funds are from contributions, merchandise sales and investment income.

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

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

Basis of Accounting – The Order prepares its financial statements in accordance with generally accepted accounting principles, which involves the application of accrual accounting; consequently, revenues and gains are recognized when earned, and expenses and losses are recognized when incurred.

Basis of Presentation – The Order is required to report information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

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

Net Assets with Donor Restrictions – These net assets result from gifts of cash and other assets that are received with donor stipulations that limit the use of the donated assets, either temporarily or permanently, until the donor restriction expires, that is until the stipulated time restriction ends or the purpose of the restriction is accomplished, the net assets are restricted.

As of December 31, 2025 and 2024, the Order had \$1,474,525 and \$1,391,308 in net assets with donor restrictions - purpose restrictions, and \$236,500 in net assets with donor restrictions - perpetual in nature, respectively.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2025 and 2024

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

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

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

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

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

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

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

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

Cash and Cash Equivalents – The Order considers substantially all highly liquid investments with an initial maturity of three months or less when purchased to be cash equivalents.

Accounts Receivable – Management periodically evaluates the receivables and determines the need for an allowance for doubtful accounts. Management considers the Order's past receivables loss experience, adverse situations that may affect the donor's ability to pay, and current economic conditions. The Order expects all receivables at December 31, 2025 and 2024 to be received within one year and no allowance has been recorded for uncollectible amounts. As of December 31, 2025 and 2024, no bad debt expense has been recorded.

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

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2025 and 2024

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

Use of Estimates – The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Property and Equipment – Purchased property and equipment are recorded at cost for any item in excess of \$1,000. Contributed property and equipment is recorded at its fair market value on the date of contribution. Expenditures for maintenance and repairs are charged against income as incurred; betterments, which increase the value or materially extend the life of the related assets, are capitalized.

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

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

Investments – Investments in equity securities with readily determinable fair values and all investments in debt securities are measured at fair value in the Statements of Financial Position. Investment income or loss (including gains and losses on investments, interest and dividends) is included in net assets without donor restrictions in the Statements of Activities unless the income or loss is restricted by donor or law.

Income Taxes – The Order is a not-for-profit organization incorporated in the District of Columbia and is exempt from Federal income taxes under Section 501(c)(19) of the Internal Revenue Code. However, the Order is subject to taxes on its unrelated business activities. Such activities did not result in taxable income for the years ended December 31, 2025 and 2024.

Uncertain Tax Positions – As of December 31, 2025, the Order has no uncertain tax positions that qualify for either recognition or disclosure in the financial statements. The tax years subject to examination by the taxing authorities are the years ended December 31, 2022 through 2024.

Concentration of Credit and Market Risk – The Order occasionally maintains deposits in excess of federally insured limits. These items are identified as a concentration of credit risk requiring disclosure, regardless of the degree of risk. The risk is managed by maintaining all deposits in high quality financial institutions. The Order has not experienced any losses on its cash accounts. As of December 31, 2025 and 2024, the Order exceeded the federally insured limit in cash accounts by \$0 and \$6,616, respectively.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2025 and 2024

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

The Order has significant investments in stocks, bonds, and mutual funds and is therefore subject to concentrations of market risk. Investments are made and monitored by the Order's Board of Trustees. Although the market value of investments is subject to fluctuations on a year-to-year basis, management believes the investment mix is prudent for the long-term welfare of the Order and its beneficiaries. See Note 2.

Functional Presentation – The Order's operating costs have been allocated between program, management and general, and fundraising expenses based on direct identification when possible, and allocation if a single expenditure benefits more than one program or function. Expenditures that require allocation are allocated on a personnel-cost basis.

NOTE 2 - INVESTMENTS

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

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

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

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

Valuation techniques used in fair value measurements need to maximize the use of observable inputs and minimize the use of unobservable inputs. A valuation method may produce a fair value measurement that may not be indicative of net realizable value or reflective of future fair values.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2025 and 2024

NOTE 2 - INVESTMENTS (Continued)

Furthermore, although the Order believes its valuation methods are appropriate and consistent with those used by other market participants, the use of different methodologies or assumptions could result in different fair value measurements at the reporting date. There have been no changes in the methodologies used during the year ended December 31, 2025.

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

The following table sets forth, by level, within the fair value hierarchy, amounts recorded in the Order's financial statements at fair value as of December 31, 2025:

	Level 1	Level 2	Level 3	Total
Mutual Funds	\$ 13,458,831	\$ -	\$ -	\$ 13,458,831
Money Market	223,700	-	-	223,700
Total	<u>\$ 13,682,531</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 13,682,531</u>
				Fair Market Value
Investments: Endowment - board designated				\$ 12,078,404
Investments: Endowment - donor restricted				1,604,127
Total				<u>\$ 13,682,531</u>

The following table sets forth, by level, within the fair value hierarchy, amounts recorded in the Order's financial statements at fair value as of December 31, 2024:

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

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2025 and 2024

NOTE 2 - INVESTMENTS (Continued)

Investment income, net consists of the following for the years ended December 31, 2025 and 2024:

	2025		
	Without Donor Restrictions	With Donor Restrictions - by Purpose	Total
Unrealized gain on investments	\$ 711,041	\$ 96,228	\$ 807,269
Realized gain on investments	511,268	69,192	580,460
Investment fees	(74,790)	(10,122)	(84,912)
Investment income, net	<u>\$ 1,147,519</u>	<u>\$ 155,298</u>	<u>\$ 1,302,817</u>

	2024		
	Without Donor Restrictions	With Donor Restrictions - by Purpose	Total
Unrealized gain on investments	\$ 1,113,852	\$ 138,897	\$ 1,252,749
Realized gain on investments	101,055	12,601	113,656
Investment fees	(71,032)	(8,858)	(79,890)
Investment income, net	<u>\$ 1,143,875</u>	<u>\$ 142,640</u>	<u>\$ 1,286,515</u>

The Order also earned \$370,611 and \$312,038 of interest and dividends for the years ended December 31, 2025 and 2024, respectively, which is reported with support and revenue on the statements of activities.

NOTE 3 - RELATED PARTIES AND DUE FROM AFFILIATE

Military Order of the World Wars Foundation (MOWW Foundation), a 501(c)(3) organization, is an affiliate of the Order but has been organized as a separate organization and as such does not share a majority of Board members with the Order. For the years ended December 31, 2025 and 2024, there was an outstanding advance due from MOWW Foundation in the amount of \$76,498 and \$0, respectively, for allocated salary costs, which are expected to be reimbursed.

NOTE 4 - EMPLOYEE RETENTION CREDIT RECEIVABLE

During the year ended December 31, 2023, the Order applied for employee retention credit (ERC) associated with payroll prior to September 30, 2021, in the amount of \$49,000. During the year ended December 31, 2024, \$21,000 of this amount was received. As of December 31, 2025, the remaining amount of \$28,000 is expected to be received in the coming year.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2025 and 2024

NOTE 5 - DEFERRED DUES

Contributions received to record members as Perpetual and Memorial Members are deferred and recognized over 10 years, which is the estimated duration of the individual's membership. The deferred dues as of December 31, 2025, will be recognized as follows:

For the years ending December 31,	
2026	\$ 134,196
2027	44,711
2028	40,075
2029	35,416
2030	30,971
Thereafter	64,657
Total	<u>\$ 350,026</u>

NOTE 6 - NET ASSETS

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

Net Assets Without Donor Restrictions

Undesignated

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

Board Designated

- Operational Fund – represents the unrestricted contributions received to be used for general operations to assist in meeting the operating budget of the National Headquarters.
- Perpetual and Memorial Fund – represents the unrestricted contributions received, to be held as corpus, in the memory of members of the Order. The income generated from the corpus is distributed as prescribed in the Bylaws for the general use of the National Headquarters and to support the chapters of the Order. The liability for dividend distributions payable to the chapters for the years ended December 31, 2025 and December 31, 2024 were \$340,441 and \$130,788, respectively.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2025 and 2024

• **NOTE 6 - NET ASSETS** (Continued)

Endowment Fund – represents unrestricted contributions received, to be held as corpus, with the related income generated from the corpus to be used for general operations to assist in meeting the operating budget of the National Headquarters.

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

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

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

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

The above two funds are represented in the Other Funds column of the accompanying statements of financial position.

As of December 31, 2025 and 2024, the nature of the Order's net assets with donor restrictions - purpose restricted consists of the following:

	<u>2025</u>	<u>2024</u>
Admiral Dyer Memorial Trust Funds	\$ 698,839	\$ 672,452
Gist Blair Trust Fund	728,891	676,601
Captain Satterlee Award Fund	46,795	42,255
Total Net Assets with Donor Restrictions - Purpose Restricted	<u>\$1,474,525</u>	<u>\$ 1,391,308</u>

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2025 and 2024

NOTE 6 - NET ASSETS (Continued)

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

As of December 31, 2025 and 2024, the nature of the Order's net assets with donor restrictions - Perpetual in Nature consists of the following:

	<u>2025</u>	<u>2024</u>
Admiral Dyer Memorial Trust Funds	\$ 220,000	\$ 220,000
Gist Blair Trust Fund	10,000	10,000
Captain Satterlee Award Fund	6,500	6,500
Total Net Assets with Donor Restrictions - In Perpetuity	<u>\$ 236,500</u>	<u>\$ 236,500</u>

NOTE 7 - ENDOWMENT FUNDS

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

The donor-restricted endowment funds are subject to the State Uniform Prudent Management of Institutional Funds Act (UPMIFA). The General Staff of the Order has interpreted the UPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Order classifies net assets with donor restrictions - in perpetuity as (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in net assets with donor restrictions - in perpetuity is classified as net assets with donor restrictions - by purpose until those amounts are appropriated for expenditure by the Order in a manner consistent with the standard of prudence prescribed by UPMIFA.

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2025 and 2024

NOTE 7 - ENDOWMENT FUNDS (Continued)

In accordance with UPMIFA, the Order considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the various funds, (2) the purposes of the donor-restricted endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of the Order, and (7) the Order's investment policies.

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

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

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2025 and 2024

NOTE 7 - ENDOWMENT FUNDS (Continued)

As of December 31, 2025, the endowment funds are classified as follows:

	Board Designated Endowment Net Assets without Donor Restrictions	Donor-Designated Endowment Net Assets with Donor Restrictions	Total Endowment Net Assets
Endowment net assets, beginning of the year	\$ 10,695,097	\$ 1,627,808	\$ 12,322,905
Contributions recognized	219,429	-	219,429
Investment income	251,642	34,056	285,698
Net appreciation	1,222,309	165,420	1,387,729
Amounts appropriated for expenditures	<u>(901,740)</u>	<u>(116,259)</u>	<u>(1,017,999)</u>
Endowment net assets, end of year	<u>\$ 11,486,737</u>	<u>\$ 1,711,025</u>	<u>\$ 13,197,762</u>

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

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

NOTE 8 - LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

As of December 31, 2025 and 2024, the Order has \$1,230,653 and \$1,485,946, respectively, of financial assets available within one year of the Statements of Financial Position date to meet cash needs for general expenditures. None of these financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the Statements of Financial Position date. The Order monitors its liquidity so that it is able to meet its operating needs and other contractual commitments while maximizing the investment of its excess operating cash. The Order has a goal to maintain financial assets on hand for 90 days of normal operating expenses in case of revenue shortfalls. This amount is on average \$310,000. The Order has the following financial assets that could readily be made available within one year of the statement of financial position date to fund expenses without limitations:

THE MILITARY ORDER OF THE WORLD WARS
Notes to the Financial Statements (Continued)
December 31, 2025 and 2024

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

	<u>2025</u>	<u>2024</u>
Cash and cash equivalents	\$ 212,299	\$ 267,610
Receivables and due from affiliate	107,248	28,000
Investments in the operational fund - plus due from other funds	37,207	37,207
Investments in the endowment fund - plus due from other funds	873,899	1,153,129
	<u>\$ 1,230,653</u>	<u>\$ 1,485,946</u>

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

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

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

NOTE 9 - SUBSEQUENT EVENTS

The Order has evaluated subsequent events through April 14, 2026, the date which the financial statements were available to be issued. There were no subsequent events or transactions identified as a result of this review and evaluation that require recognition or disclosure in the accompanying financial statements.

Enclosure (2): BG Bultman Chapter (122) Fiscal Year 2025 Annual Report



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

12 Jan 2026

From: HQ MOWW/CS**To:** MOWW Executive Committee**Subj:** BG Bultman Chapter Annual Financial Report – Fiscal Year 2025

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

Financial Summary

- **Opening Balance (January 1, 2025):** \$5,082.65
- **Total Receipts:** \$15,713.65
 - \$14,967.65 from the annual MOWW P&M Fund distribution
 - \$746.00 from the sale of MOWW baseball caps and T-shirts
- **Total Expenditures:** \$17,816.95

Expenditures	Amount
Direct Support to ROTC/JROTC Units	\$ 3,566.35
CS Meeting Registration Fees	\$ 385.00
MOWWF Donation	\$ 2,500.00
Run Geek Run 5k Support	\$ 3,166.75
Support YLC Students	\$ 700.00
Donation MOH Museum	\$ 1,000.00
Direct Support to Cadres & Chapters (Flags & Merch)	\$ 5,394.27
Misc.	\$ 1,104.58
Total	\$ 17,816.95

- **Closing Balance (December 31, 2025):** \$2,979.35

Sincerely,

Michael Farrell
 Commander, BG Bultman Chapter 122

TREASURER GENERAL | ANNUAL REPORT

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

The routine financial management of the Order is carried out and overseen by the Finance Committee. The Treasurer General actively participated in the following Finance Committee projects: MOWW annual fiscal year budget, PM fund dividend review and a complete review of the Orders finances.

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

The Treasurer General is responsible for managing the IRS 990 filing process. Chapters are tasked with annually filing the proper chapter IRS Form 990. For tax year 2025, ending 31 December 2025, all active chapters completed the filing requirements. We appreciate the leaders, throughout the chain of command, for their efforts. Well done!

The Treasurer General reviewed and edited proposed MOWW Policy Manual changes which updated the IRS Reporting and compliance requirements. A renewed MOWW Form-9 will be implemented for 2026's reporting year. All Chapter Commanders will need to review the new reporting procedures and the new Form 9.

I stand ready for any call for assistance and wish all a fiscally healthy year ahead.

For the Good of the Order,

Gary L. Smith Sr., CW4, USA (Ret)
Treasurer General and CFO, MOWW Inc.

BOARD OF TRUSTEES MOWW, INC. | ANNUAL REPORT

1. The Board of Trustees consists of three members appointed by the MOWW Commander-in-Chief – LTC John H. Hollywood, USA (Ret); Chairman, BG Welton Chase, USA (Ret); and CDR Robert Hartman III, USN (Ret).
2. The Order’s portfolio is managed by Merrill Lynch’s Chief Investment Officer (CIO) using a moderate strategy that includes 62% equity, 37% fixed income, and 1% cash exposure. The strategy primarily utilizes index tracking exchange traded funds (ETFs), which are generally considered liquid and cost-effective investments. ETFs are structured to track the performance of an index as closely as possible rather than outperform their benchmark.
3. The MOWW Trustees review our investment approach, normally on a quarterly basis with our Merrill Lynch financial advisor. Our goal is to provide growth of the investment corpus, income for the National Headquarters and money for the P & M distribution for the Chapters.
4. Current account status. The account, as of 29 May 2026, had a total value of \$14,217,880. [\$14,093,546 “Endowment Account” and \$137,147 “Operating Account”] These numbers include funds that the Order received for operations and P&M Dividends during the fiscal year. The stock market performed well during 2025 and 2026, despite the Tariffs which started in April 2025. The US Supreme Court ruled against the Trump administration tariffs in February 2026 based on the International Emergency Economic Powers Act (IEEPA). The U.S. Court of International Trade (CIT), based on the SCOTUS decision, required all tariffs paid by importers and US companies be refunded.

The war against Iraq began on 28 February 2026, which resulted in a volatile market for oil with the closure of the Strait of Hormuz. In the US, increased oil prices resulted in higher gas and diesel costs, along with the cost and availability of fertilizer. This was also a time when consumer confidence in the economy dropped significantly. Despite these events, the stock market has performed very well.

Investment options for the MOWW Board of Trustees

- a. The MOWW investment approach was modified to a Moderate Allocation strategy in March 2025. This was done based on tariff changes proposed by the Trump Administration, which were implemented in April 2025. During this period there were wide swings in the stock and bond market. Changing our investment approach was designed to reduce potential stock losses if the market experienced a significant downward trend, while still providing “upside” potential if the market responded

favorably to the Trump Administration's approach to international tariffs. The word used by most observers to describe market performance during this period was "uncertainty."

- b. The change in investment strategy also should provide more interest and dividend income based on the increase in fixed income investments.
- 5. The Board of Trustees and Merrill Lynch continue to provide for the Order's needs, although not always the desired income for the P & M distributions. The stock and bond markets go up and down, which have a major impact on the funding for the Order in "down" years. So, other sources of income need to be identified. With the change in Federal tax laws, CINC solicitation donations are now tax deductible. A monthly withdrawal from a checking account, credit card, or money market account is an easy way to support the Order. The Order is also working on securing corporate donations for our 501(c)(3) Foundation which is a positive step to ensure the Order's long-term financial security. We would also recommend legacy bequests from Companions in their wills to further support the long-term health of the MOWW.

FOR THE GOOD OF THE ORDER

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

JUDGE ADVOCATE GENERAL | ANNUAL REPORT

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

FOR THE GOOD OF THE ORDER

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

SURGEON GENERAL | ANNUAL REPORT

1. **General Overview:** Throughout the 2025-2026 year, I have tried to focus on better equipping companions with critical health knowledge, encouraging preventive care behaviors, and promoting overall wellness. Our discussions/actions addressed key health-related topics aimed at fostering awareness, improving decision-making and emphasizing personal responsibility in physical, mental, emotional, and financial health. The foundation of my efforts was built on psychoeducation engagement, and practical strategies to promote longevity and quality of life for companions and their families.

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

2. **Strategic Goals of Surgeon General Office 2025-2026:**

The key topics covered (including Articles) were:

1. A Look at Kidney Disease (September-October 2025)
2. The Story of the Kandahar Crud (November-December 2025)
3. To Be Balanced in 2026 (January-February 2026)
4. The Role of Vitamins and Supplements in Everyday Health (May-June 2026)
5. Summer Health Reminders (July-August 2026)

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

4. **Closing Remarks:**

1. I hope the information shared throughout the 2025-2026 year has been helpful in enhancing your understanding of health and overall wellness and encourages long-term habits that support a healthy and fulfilling life. By taking care of ourselves, we also increase our ability to help and take care of others and enjoy more quality time with our loved ones and communities.
2. Have a safe and healthy Summer. I am looking forward to seeing you all in the Fall.

FOR THE GOOD OF THE ORDER

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

CHAPLAIN GENERAL | ANNUAL REPORT

1. General Overview. The Office of the Chaplain General continued to provide spiritual leadership, pastoral support, and mission-aligned communication across the Order throughout the reporting year. My goal is to improve my service.
2. Projects and Assigned Tasks.
 - a. Successfully completed all assigned chaplain responsibilities during the 2025 National Convention.
 - b. Contributed to the good of the Order through active service on three national committees: National Convention Committee, MOWW Education and Training Committee, and the MOWW America 250 Committee.
3. Assessment of Progress Toward Strategic Goals
 - a. Strategic Goal One (SG-1) Accomplishments:
 - Expanded the Office of the Chaplain General through the addition of a Chaplain General Assistant, increasing capacity and continuity.
 - Provided thoughtful, spiritually grounded articles for both the *MOWW Review* and the *MOWW Bulletin*. These submissions addressed Companion concerns while reinforcing the CINC's talking points and supporting Strategic Goals 1, 3, and 4.
 - Served as Chaplain General at the Fall and Spring Region IV Florida Conferences, teaching two instructional classes. Scheduled to attend and support the Region IV Spring Conference in Newport News, VA.
 - b. Strategic Goal Six (SG-6). Accomplishments:
 - Increased MOWW membership by two new Companions (one retired NCO and one Reserve Army officer). NOTE: There are two pending Companions as of this report.
 - Delivered two PowerPoint presentations at the regional conference focused on strengthening Chapters without chaplains by offering practical solutions and support strategies.
 - c. Personal Strategic Goal. Accomplishment:
 - Completed a two-and-a-half-year college-level Bible program to deepen theological understanding of both the Old and New Testaments. Coursework included foundational doctrines on the inspiration of Scripture, the nature of God, Christology, the Holy Spirit, and angelology.

FOR THE GOOD OF THE ORDER

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

HISTORIAN GENERAL | ANNUAL REPORT



"The farther backward you can look, the farther forward you are likely to see."

- Winston Churchill

"Study the past if you would define the future."- Confucius

1. General Overview:

The MOWW Policy Manual directs the Historian General to acquire and preserve items and records of historical interest related to the Order. These items and records should be stored safely, cataloged, and be accessible to the membership and others studying the history of the MOWW, subject to General Staff approval

Progress continues to be made in establishing communication links with various organizations, institutions and entities identified as current repositories of historical data and records relevant to the establishment and continuation of the MOWW. These include United States Presidential Libraries, Medal of Honor Museums, the Hoover Institution Library and Archives, the Society of American Archivists and Wikipedia, among others. The focus of the Historian General has been on identifying, acquiring and preserving historical records and relics of the Order and of individual military service of MOWW Companions.

The impressive history of the Order and its Companions is one of the most effective recruiting tools available today.

2. Projects and Assigned Tasks:

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

In the 2024 – 2025 Operating Year the Historian General has:

- Been in communication with the curators of the Hoover Institution and Library to discuss the status of the MOWW historical material housed there. The MOWW material is now stored in a warehouse facility maintained by the Hoover Institution in Livermore, Alameda County, California. **It should be noted that The Hoover Institution no longer accepting historical material from the MOWW.**
- Continued to develop plans to digitize the MOWW records stored at the Hoover Institution. Becoming a member of the Society of American Archivists was helpful here.
- Applied for another grant from the Society of American Archivists Grant Fund Committee for funds to assess the MOWW historical material stored at the Hoover Institution.
- Recontacted the National Medal of Honor Museum Foundation in Arlington, Texas; the Congressional Medal of Honor Society in Mount Pleasant, SC; and the National Medal of Honor

Heritage Center in Chattanooga, Tennessee regarding a display honoring the MOWW Medal of Honor Companions.

- The **MOWW Presidential Recognition Project**, designed to honor United States Presidents who have been named MOWW Honorary CINCs, envisions the presentation of a plaque in their Presidential Libraries. Recontacted the Harry S. Truman Presidential Library & Museum in Independence, Missouri regarding placement of a plaque recognizing Truman's membership in the MOWW and to his being honored as an MOWW Honorary CINC.
- Again contacted the MacArthur Memorial in Norfolk, Virginia regarding a plaque recognizing General of the Army Douglas MacArthur as the third CINC of the MOWW.
- Authored three submissions for the "Officer Review."
- Researched founding MOWW chapters for MOWW HQ.
- With MOWW Headquarters continued "Purple Heart Day" at the MOWW National Convention. Researched and prepared the ceremonial text for the Purple Heart Day recognition at the national convention.
- Attended the 2024 National Convention and provided MOWW historical issues updates.

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

- Information & Publicity Committee (IPC)
- Public Safety / Law & Order (PS/L&O) Committee
- MOWW National Youth Civics Summit committee

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

3. Assessment of progress toward achieving Strategic Goals:

- Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.
- Strategic Goal Two (SG-2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.
- Strategic Goal Three (SG-3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement.

Advancing the MOWW Presidential Recognition Project honoring the five (5) United States Presidents who have been named MOWW Honorary CINCs with a plaque in their Presidential Libraries, especially the Harry S. Truman Presidential Library & Museum in Independence, Missouri.

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

4. Conclusions

With the 2025 amendment to the membership criterion, today's active serving and retired military leaders want to invest their time with an effective and "winning" veterans' organization. The 107-year history proves that the MOWW is an effective organization, whose Companions are "winners" in both the military and civilian arenas, and that the Order's efforts make "winning" contributions to the United States, to our individual communities, and to our members and friends.

The Order must continue and expand the use of its long, rich and effective history to gain the attention of prospective members and the general citizenry of the United States. The Order's service goes back over 107 years. Its membership includes United States Presidents; national, state and local leaders; and outstanding military commanders since the First World War.

We must develop innovative ways to capitalize on the MOWW's proud history and use it to attract new members and increase the Orders visibility and effectiveness!

5. Recommendations

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

FOR THE GOOD OF THE ORDER

HPM Charles W Bennett
Historian General, MOWW

COMMANDER, REGION I | ANNUAL REPORT

MOWW REGION I: Consists of seven chapters & one cadre chapter - 1 large chapter- Greater Boston; 7 small chapters (two in Massachusetts, one each in Maine, New Hampshire, Rhode Island, and Vermont; and a Connecticut Cadre), supported by a region staff: Deputy Commander – TBD; Region Adjutant & Treasurer - COL Jeffrey Keane; MA Dept Commander - CAPT Harry Weinberg; & Former Region I Commander -LTC Dennis Christo.

1. **MOWW REGION I CHAPTERS:** The following summary evaluation for each Region I Chapter is noted:
KEY: **LC** = Large Chapter [>100]; **MC** = Mid-Size Chapter [50-99]; **SC** = Small Chapter [10-49] **(EE)** = Exceeds Expectations; **(ME)** = Meets Expectations; **(BE)** = Below Expectations; **(CC)** = Close Chapter **Strategic Goals:** **(O)** – Outreach; **(A)** – Alliances; **(C)** – Communication; **(M)** – Membership; **(F)** – Financial; **(S)** – Sustainment;

- A. **The Greater Boston Chapter (MA) - LC (ME):** Future MOWW Strategic Goals Emphasis: **(F)**. Commander, COL Jeffrey Keane, continues an active program of monthly meetings with guest speakers, supported by monthly staff meetings, strong youth leadership outreach, and active support of patriotic activities. Chapter performance has been degraded with the loss of three key staff positions (Adjutant, Newsletter Editor, and Meeting coordinator). The chapter leadership and staff have maintained a high level of participation and activity in its programs. A guest speaker presentation was held at the scheduled chapter meetings at the “Historic Union Oyster House”, Boston, MA. Cadre and cadets/midshipmen from all of the senior university ROTC and representative JROTC programs are invited to attend a chapter luncheon meeting as guests of the Chapter. Active ROTC/JROTC participation and increased MOWW Patriot participation has increased chapter meeting attendance. Increased involvement with ROTC & JROTC officer and enlisted staffs has increased chapter recruiting. The Greater Boston Chapter scouting award program actively supports Eagle and Gold Awards Scouts, 100% of all Gold Awards recipients and Eagle scouts in the Mayflower & Spirit of Adventure Councils. The Greater Boston Chapter detailed and comprehensive monthly newsletter with activities of other Region I chapter information has been discontinued with the retirement of its editor Jason Sokolov. There is an active search for a replacement. Greater Boston Chapter needs to supplement its finances with fundraising. A limited fund-raising campaign is planned, and this will likely have to be repeated in the future.
- B. **Worcester (MA) – SC (EE):** Future MOWW Strategic Goals Emphasis: **(F)**. The Worcester chapter continues to maintain an active program for its companions with luncheon meeting speakers and meeting its objectives. A replacement chapter commander for deceased LTC David Anderson has been identified. Former region and chapter commander LTC Dennis Christo, has provided interim leadership and support. The Worcester Chapter is our region’s best example of a small chapter making effective use of its resources, conducting live meetings with speakers and strong attendance, and continually improving with a limited staff. It meets MOWW Requirements and conducts both staff and chapter meetings. Outreach youth leadership programs have been maintained by this Chapter, and have been expanded to the JROTC programs in both Western Massachusetts. Member communication is conducted through e-mails and regular communication. There is also a future need to supplement MOWW Perpetual dividends because

this Chapter also has commitments that cannot be supported by projected dividends and current sources.

- C. Cape Cod, (MA) – SC (BE): Future MOWW Strategic Goals Emphasis: (M), (F) & (S).
The Cape Cod Chapter is located in in a small resort/retirement-related area. Recruiting has been disappointing. Commander HPM Peter Nee has relied on holding meetings with other veteran-related and paternal organization in the Cape Cod area as the sole chapter activity and recruiting. More chapter activities and meeting during the year, especially virtually, are needed. Youth leadership outreach for ROTC/JROTC is supported, and the Scouting America Cape Cod Council support needs to be reestablished. Conducting joint activities with other organizations has improved chapter visibility significantly, but not recruiting. There is a future need to supplement MOWW Perpetual Dividend to support the revived programs of this chapter.
- D. MG Joshua Chamberlain Chapter, (ME) - SC (EE): Future MOWW Strategic Goals Emphasis: (M), & (F). The Maine Chapter continues with an active program of meetings and activities. Its efforts have been annually recognized at the past several MOWW Conventions with MOWW small chapter awards in the categories of ROTC Support, Veteran's Affairs, and Scouting Programs. In spite of Maine's large area with limited and sparse electronic communications, Chapter Commander, CPT Alan Johnson, USA (Ret.), has maintained regular contact with companions throughout the state. He has demonstrated strong leadership and dedication to the MOWW Program. The chapter's outreach efforts have increased, especially in support of its scouting programs, and continued Wreaths Across America initiative. In consideration of the Chapter Commander's ninth year of tenure, physical limitations, and no companion identified to assume chapter leadership, future chapter sustainment is an increasing concern. The chapter can continue at the current level for the near term, but needs additional active, supporting members in the near future to remain viable. As CPT Johnson has been funding chapter activities personally, there is a future need to supplement chapter finances due to a MOWW Perpetual Dividend shortfalls.
- E. Green Mountain Chapter, (VT) – SC (ME): Future MOWW Strategic Goals Emphasis: (F) & (S). Chapter commander, BG (VT) Thomas O'Donovan, continues to fully support Vermont's MOWW youth leadership, patriotic, and members' objectives. Chapter leadership succession is concern due to advanced age. Chapter meetings are now being held and recruiting and member participation have increased. Youth leadership recognition activities have been maintained. Green Mountain Chapter has sponsored a MOWW Youth Leadership Program at Vermont's JROTC Annual Summer Training. The previous Norwich University / Region I Youth Leadership Program of the past 13 years for over 1,000 students is currently under review, Future chapter leadership needs to be developed from the strong past Norwich YLC relationship. There is a future need to supplement chapter finances due to a MOWW Perpetual Dividend shortfall.
- F. Granite State Chapter, (NH) – SC (ME): Future MOWW Strategic Goals Emphasis: (F) & (S). The New Hampshire Chapter's commander, LTC James Marques, has exceeded recruiting goals by 250% and increased membership to 15 companions. LTC Marques is committed to the order and recruiting for other chapters, through his outside activities. This MOWW Chapter is no longer a MOWW "At-Risk" chapter and has noted significant improvement. LTC Marques is taking full advantage of a virtual/hybrid meeting format for bringing in outside virtual speakers, utilizing the limits and restrictions of a small chapter. This is an excellent example of what a small chapter with limited resources and personnel can do. New Hampshire's youth leadership recognition

activities continued to be maintained and expanded. CPT Denise Dechant, chapter treasurer, continues her excellent service in supporting current chapter activities and awards. There is a future need to supplement chapter finances due to a MOWW Perpetual Dividend shortfall.

- G. Narragansett Bay Chapter, (RI) – **SC (BE)**: Future MOWW Strategic Goals Emphasis: (A); (C); (M); (F); (S); The Narragansett Bay (Rhode Island) chapter's commander, Col Leo Fox, has demonstrated strong leadership, and has difficulty in attracting or involving new companions. Col Fox's health limits his ability to function as chapter commander. He is a dynamic leader with many excellent insights with a primary focus that has been on getting others to participate and support its youth leadership recognition efforts. In spite of all his efforts and some new members, chapter meetings have not been held, because its current level of active membership participation is minimal and insufficient. Col Fox's leadership deserves to be acknowledged and supported! There are several potential candidates and with additional support, we can establish leadership succession, and resume chapter activities. This is still a chapter "at risk" until it addresses its immediate succession and sustainment issues.
- H. Connecticut Cadre: SC (BE): Future MOWW Strategic Goals Emphasis: (A); (C); (M); (F); (S); The Connecticut Chapter Cadre, established in May 2025 has increased membership but currently is below the required 15 living members to establish a charter. The Connecticut Cadre status was extended for an additional year by the MOWW EXCOM in May 2026. We should better support The 4 ROTC, 12 JROTC, and countless scouting organizations in Connecticut, as there are several younger companions in the chapter. However, the unexpected absence of the designated commander has diminished results

4. MOWW REGION I – CONCLUSIONS & RECOMMENDATIONS

- A. Region I Chapters have made significant improvements in all areas the past six years.
- B. Region I future priority is to support potential "At Risk" chapters and locating a commander in Rhode Island and Connecticut.
- C. Recruiting & Sustainment – The Order is at risk due to overall decline in its membership and only the same individuals are recruiting. We need to recruit individuals that can potentially get involved. Expanding the MOWW membership eligibility to all veterans has been an appropriate move, but membership will not improve unless more companions recruit.
- D. Communication – Regular chapter communication through virtual communication is to be continually encouraged and regular region-wide newsletter needs to be reestablished.
- E. Funding – Funding efforts and results the past years have been disappointing. Chapter cannot depend on the Perpetual Dividend as a sole method of funding. Each chapter will have to revise the sources of its finances, possibly instituting chapter dues, fundraising, or otherwise finding donations.

FOR THE GOOD OF THE ORDER

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

COMMANDER, REGION II | ANNUAL REPORT

1. Overview

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

Region II has five chapters, all of them supporting the CINC's goals to varying degrees and faithfully executed the tenants of the Preamble to the best of their ability. The accomplishments of the chapters surpass what would normally be expected by the actual number of active companions. The general problem that still continues to plague the region, and probably the Order, is the advance aging of our companions and apathy. We are attempting to get an influx of new and young blood, but it continues to be a tough uphill struggle. Progress is slow. The three barely active chapters are suffering from a 'Catch 22' situation. Companions don't want to attend if there's not a good program and with a very low turnout, it's hard to justify a good program.

2. Region Summary

A. Successes:

1) Recruiting

- Chicago Chapter has recruited 15 new Companions. Ft. Knox has recruited 3. MG Butler Chapter one and Louisville and Detroit Chapters zero.

2) Outreach

- Chicago, Detroit and Ft. Knox are very active in ROTC/JROTC outreach. Louisville and MG Butler have provided financial support to Ft. Knox for nine ROTC Advanced Camp graduations plus this year adding 5 JROTC medals.
- Chicago awards the top Basic Training graduate for each cycle at Great Lakes Naval Station.
- Ft. Knox, Louisville and MG Butler each held Massing of the Colors ceremonies
- Ft Knox hereditary member Judge Kim Shumate continues to oversee the Hardin County Veterans Court. This program provides court-supervised treatment for Veterans as an alternative to incarceration and supports them with services to address the issues that contributed to their criminal behavior.
- Ft Knox provided funding and manpower to locally support the laying of over 8,000 wreaths from Wreaths Across America.
- Ft Knox continues to participate in and almost totally run the program during the Vine Grove, KY Veterans Day parade.
- All Chapters are looking for and will participate in America 250 events.

3) Communication

- Region communication with and between staff and chapters is accomplished on a regular basis.
- Ft Knox submitted a National Citations for one of their companions.
- Ft. Knox awarded one Silver and one Bronze Patrick Henry plaques.

4) Administration

- Chapters completed their IRS filings, Chapter Action Plans, and end of year Chapter Annual Reports (CAR),

- No active departments. None needed.
- Region team completed 13/23 goals in the Region Action Plan.

B. Challenges

1. Health
 - Key leaders passed away and others have major health issues. Still need a new commander for Louisville Chapter for these reasons.
2. Succession
 - Major succession challenges in many chapters and the Region.
 - Detroit has a new commander, and she has slowly started making changes
 - The Region has two of four elected positions vacant.
3. Region Commander Visits
 - I attended all the Fort Knox, Louisville and MG Butler meetings, and none for Chicago and Detroit. (20 of 28 available meetings)
4. Fundraising
 - We have some ideas, but much more creative and continuous effort needed.
5. Strategic Plan
 - Continue to assist chapters in creating CAPs and completing CARs using Annex B.
6. Recruiting
 - New veterans and younger companions are needed. A lot of fish in the sea, very little biting. Lapsed members are actively being encouraged to rejoin.

3. Assessment of progress toward achieving Strategic Goals

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

4. Conclusions

- The Region must recruit more leaders to fill chapter and region positions by creating a cultural and mindset change with the expectation of moving into the next higher positions.
- Commanders and staffs need more assistance with administration of their chapters, including awards, website use, and outreach. They need information in order to better lead their chapters.

FOR THE GOOD OF THE ORDER

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

COMMANDER, REGION III | ANNUAL REPORT

1. Overview.

As of May 2026, in my 2nd year as Region III, Cdr, Region III has gained its 6th Chapter (Saratoga Chapter) giving the Region; 2 small chapters in NY, 1 Medium and 1 large chapter in PA; and 1 small chapter in both DE and in NJ.

All six chapters are working diligently to support the CINC's goals to varying degrees based on the strengths and weaknesses of its companions. Since a MOWW chapter can recruit all veterans regardless of service or rank, companions in Region III's six chapters are recruiting younger companions with contagious enthusiasm. Along with my Vice Region Commander LTC(ret) Stan Warrick and New NY Dept Commander LTC(ret) Wilem Wong, Region III is moving forward in the Order.

2. Region Summary.

Successes:

- a. Recruiting: As a REGION, Region III has exceeded its OY 2025 Recruiting Goal reaching 250%. 3 of our chapters were at 240%, 300% and 350% respectively, while the newest Saratoga chapter has already recruited 11 new members. The other two chapters were at 83% and 100% respectively. In addition, The Philadelphia chapter enrolled 232 junior members in their chapter. We are proud of our accomplishments but hope to exceed our recruiting numbers in OY 2026.
- b. Outreach: ECOH in the Roosevelt chapter are again high, as the BSA Councils on Long Island are very efficient on announcing in advance these scouting America ceremonies. With our partner SUVCW Camp, new Eagles are presented with two organizational Eagle certificates of Recognition plus our distinctive Roosevelt Chapter Scouting Patch. LTC Alfred Shehab chapter in NJ successfully awarded 140 GSA GOLD certificates to deserving Girl Scouts in NJ while the Roosevelt and Philadelphia chapters exceeded 50.

All the chapters have presented ROTC and JROTC award of merit medals at ROTC/JROTC Cadet ceremonies this past spring, while 3 chapters have presented GSA Gold awards honors certificates of Recognition.

Students from five of our 6-chapter locales have attended YLC or a YLS but Philadelphia led the charges by sending 192 students over the course of the year, a Region record. Four of our chapters partner with Wreaths across America and participated last Dec laying wreaths at National cemeteries. The Roosevelt chapter partnered with the Long Island CAP and placed flags at Calverton National cemetery on LI this past Memorial day,

Our newest Chapter Saratoga has already had approved their first YLS for Oct 2026 at the NYS Military Museum in Saratoga NY.

- c. America 250th Activities: The Philadelphia chapter leads the Region with 250th activities. They participated in a Veteran's Day and Flag Day parade; 251st Penn Franklin Army Birthday and Plaque dedication in Philadelphia; its YLCs and YLSs all had the theme of America 250. It has increased its local marketing and communications through its 250th programs such as the Freedom Bells program and has participated in the Upper Merion township Hometown Hero's dedication.

Our DE chapter with AL Post #926 is sponsoring an 18th Century like puppet show; subject “BOSTON Tea Party” at Kennett Square Library. Kennett Square was the British HQ prior to the Battle of Brandywine. LTC Witte, the DE chapter Cdr portrayed General Washington at the Kennett Square Memorial Day parade. Many more activities throughout the Region for the rest of 2026 are being planned.

d. Communication:

- Chapters continue to award deserving companions with MOWW National and Chapter created awards as recognition for a job well done. The Roosevelt chapter continues to award Certificates of Recognition to new 2LTs at ROTC commissioning ceremonies, so they know who MOWW is and what their missions are.
- Chapters are more in contact with Veteran groups, ROTC PMSs and JROTC Instructors, as well as CAP squadrons are partnering with MOWW Chapters to help create more visible community projects and educate and entice cadets who someday may be companions in our chapters.

e. Fundraising: Except for our two PA chapters, fundraising initiatives must begin in earnest and chapters must not rely solely on donations from within to accomplish increased goals by our Region's chapters.

f. Challenges:

- Aging companions, with years of dedication to MOWW must be encouraged to recruit, train and educate younger companions to participate in chapter activities and outreach programs and responsibilities.
- Succession of new leaders with computer skills must be paramount at the chapter level as communication between levels of MOWW leadership and reports needed becomes more common.
- Working with other Veteran groups to achieve common goals must continue with greater emphasis on communications between Veteran organization Commanders.
- Chapter leaders and seasoned companions must quickly discover what activities and programs new chapter companions wish to work at in order to make them feel part of the chapter and not consider leaving after one year of inactivity.

3. Recommendations for National Headquarters:

- a. Continue with zoom sessions by Committee chairs and Staff to educate new or interested companions on “HOW TO” achieve success in many of our OUTREACH programs; fundraising, Grant writing, YLC and YLS success.
- b. Continue to pursue scanning, or photographing our historical documents held by the Hoover institute for the past 75 years and placing that scanned material on our MOWW website so

interested new Companions or current companions can appreciate MOWW's acclaimed history and use that as a recruiting and education tool for young people .

- c. Email the Cadet ROTC/JROTC Brigades, Navy Area Commands or Air Force Detachment Hqs across the country to encourage their units to request MOWW ROTC/JROTC awards of merit medals and certificates from local chapters as well as provide local MOWW chapters with names of newly commissioned ROTC Officers so they can be contacted, awarded a certificate of commissioning and informed about what the benefits of becoming a MOWW companion are.
- d. Consider awarding more MOWW National scholarships to deserving JROTC/ROTC /CAP cadets at all levels.

FOR THE GOOD OF THE ORDER

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

COMMANDER, REGION IV | ANNUAL REPORT

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

The State of the Region:

On June 7, 2025, succession in Region IV leadership continued during the Spring Conference with the re-election of MAJ (RET) Clement I. Goodwine Jr., Ph.D. US Army. The election process was in keeping with established policy and procedures of the Order, and the conference was held in the Hampton Inn located in the Fort Meade MD area. The event was co-hosted by Prince George's and Fort Meade Chapters.

In the past year we have continued to focus on meeting the goals and objectives of the MOWW Strategic Plan 2023 – 2028, which was published during the 2024 National Convention. Additionally, emphasis continued to be placed upon reinstating and relaunch of the Richmond and the General Leigh Wade Chapters. The Richmond chapter still hangs on by a thread, but the General Wade chapter is fully functional and operation. Former VCINC Ed Gantt has assumed leadership of the chapter and has done an outstanding job to revive the unit.

The Region IV Fall Conference was held on a Zoom call in the month of November 2025, and each chapter outlined their plan to meet the CINC goals and objectives for the coming year. Leadership priorities are aligned during the published intent and priorities for Operating Year 2025- 2026 and most of the results of the unit show our efforts in achieving our goals.

The region holds 3rd place in recruiting within the Order landing at 61% overall. The Northern Virginia Chapter continues to lead, followed by General Leigh Wade, and the Prince George's, and Roanoke chapters' tie. We continue to focus on our Veteran Status, affirming a 77.1% status overall.

Summary of Chapter Actions

Department of the National Capital Area Washington D.C.:

MAJ Gen Leigh Wade (020): Activities of the Major General Leigh Wade chapter have improved greatly with CAPT Edward Gantt at the helm of the unit. The Chapter launched a co-sponsored meeting at the prestigious Army Navy Club in Washington D.C. Positive reviews came out of that initial meeting and seeds planted are now mature stage. This unit serves as the host chapter of the newly adopted National Youth Civic Summit (NYCS). National Headquarters Outreach Director continues to add value to the program in unseen sacrifices, and behind the scenes of service. Many thanks to Jenna Tomas and the staff. The unit to date has recruited new members, visited several ROTC and JROTC units to present awards, supported several national Headquarters initiatives to promote the Order and meet CINC goals related to the America 250 project efforts.

Maryland- MAJ Gen George G. Meade (026): This chapter continues to meet internal and external goals. The unit's performance is excellent and prevails in veteran status, IRS reporting, chapter meetings, and monthly newsletter publications, and communications. Unit meetings benefit the active companion membership. The chapter newsletter publication is best in the region, and the information detailed is

concise communication for every member. It is a source of information for unit companions and the Order! The Meade chapter has initiated and completed several America 250 projects to include: the erection of a beautiful MOWW monument on the ground of one of Maryland's Veteran burial grounds. Community outreach is a focal point for the unit and the Fort Meade area. The unit's execution of the annual Massing of Colors program brings a crowd from near and far. "Hats Off" to the unit commander COL (RET) Kenneth O. Mc Creedy, USA and his staff for another successful year!

Prince George's County (163): This unit continues to be an example of sustainment! A "mainstay" organization in both Prince George's and Montgomery Counties. The companions serve with faithful determination! The unit Adjutant, CDR LaToya A. Bonner, USPHS) is still working but serving to meet unit goals. The dual role unit commander, and Region IV Commander of the unit leader (MAJ (RET) Clement I. Goodwine, Jr., USA) continues to add strength to the dedication of other joining the team. An intended focus on universities and colleges of senior ROTC programs is beginning to add value to the Order, because of Direct unit MOWW program briefings to senior class ROTC cadets around the beltway. High school JROTC program award presentation counties to be effective yet there is a need to reboot new companions step into the program chairman role. Community Outreach is multiplying with community partners and small area business, due to our "Pop Up" recognition program and "table talk" discussions. CPT (Fmr) Dan L. Cameron, Jr., USA is stepping down as the elected National Surgeon General for the Order. He plans to continue service at the chapter level. The unit is meeting established goals, and sustains its veteran status, membership recruitment, IRS filing, and conducting regular meetings. The unit has a growing social media presence, which will be the communication network for all new companions. "Text on demand" will be the announcement tool for the coming year since the unit Newsletter remains a work in progress. The unit has proudly supported the National Headquarters at trade shows and promotional forums (Wreath Across America, AUSA Conference, Marine Convention and the annual National Patriotic forum.

Virginia: Department of Southern Virginia

Northern Virginia (029): "The Billboard" keeps on producing! As aforementioned last year, this is a powerhouse unit, is under esteemed and highly skilled leadership! Commander, COL (RET) Vicente C. Ogilvie, USA, continues relentlessly to set high goals; meet, and achieve them with effectiveness. His motivational leadership is out of the box and contagious with-in his staff. The unit remains the undisputed leader of the region in achieving high ratings for reporting, recruiting, communication, social media, veteran status, IRS filing and more. Chapter meetings are popular, because recognition is of companions assured. The Commander's "secret weapon" in his wife Ruth, is value added to the unit, keeping a tight schedule on date, time, events and operational details. Community Outreach and national Headquarter support is added to the unit's functions. Noteworthy is the unfailing support to the annual Youth Leadership Conferences (YLC)s, hosted by the Hampton Roads and Meade chapters.

Hampton Roads (027): Commander CAPT (RET) Daniel G Seabolt, USAF, have once again done a magnificent job in the execution of the American Independence Youth Leadership Conference (AIYLC). This conference bears one name yet holds two annual sessions per year. The conference is the supplier, which provides the "best of the best" top performing students for the National Youth Civic Summit (NYCS) annually. The Hampton Roads scouting program is a leader within the region, and the scouting program

continues to recognize youth annually. This unit enjoys achievements in reporting, recruiting, communication, and veteran status management. This unit has influence in the community among noteworthy officials for the America 250th Birthday Celebration events.

Richmond (031): This chapter is under reconstruction.

Roanoke (032): **Roanoke** is a unit doing well. The staff remains bonded, and Commander LTC (RET) David R. King, USA, Adjutant & Treasurer HPM David C. Caldwell are still a team to be recognized! They stick to a motto: “do much, with little.” Program directives are being met, and cohesiveness remains effective. New companions coming on board continue collaborative partnerships with other Veteran Service Organizations (VSO)s, and the execution of MOWW program support. This unit's strengths are recruiting, reporting, and youth programs. Veteran Membership Percentage is in good standing.

Virginia Piedmont (030): Virginia Strong! A stable unit in the Southern Department of Region IV! Continues to operate full staff serving with pride in the community of Lynchburg VA. As formally stated, the actions and leadership initiatives of this unit are a model for duplication within the region and the Order. Thank you, Commander COL (RET), Charles B Faulconer, USA. This unit also shares in achieving a 50% recruiting goal status with other units in the region, demonstrating its’ determination and dedication in recruiting new companions to the Order. The unit maintains an 81.6% veteran membership percentage which contributes significantly to the Order’s overall stability in military memberships. Significant to note is the award-winning newsletter publication of the unit, which is distributed electronically across the region, within the order, and throughout the Lynchburg public, private, and business community. High recognition goes to HPM Charles W. Bennett for serving not only as the unit newsletter officer, but the passionate work he does as the National Historian. This unit understands clearly the need for rotational leadership service, which allows for comfort in leadership succession when the time comes. New offices succession remain active and in place. The current commander is still focused service to the Order. However, he is continually sought after because of his visible skills and wisdom. Proof that one’s willingness to be “selfless in service” is truly noble!

Conclusion: Chapters continue to improve in all areas. Strategic goals and objectives are being worked given the direct focus on outreach.

Proud to Serve,

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

COMMANDER, REGION V | ANNUAL REPORT

1. Region Summary:

Overview: Region V has had an outstanding year marked by significant membership growth, high-visibility high-impact activities, and incredibly successful community outreach programs. Region V continues to be a mix of highly successful chapters, both large and medium, who make a consistent, significant, and positive impact on their communities; as well as smaller chapters who while being challenged by an aging membership roll and reduced membership have none-the-less continued to make significant impact, even with their much smaller program teams.

Significant successes over the last operating year have included the Region V / Atlanta “America 250 Colonial Ball” which raised more than \$12k for the National Youth Leadership Summit; the Augusta Chapter’s 2026 Youth Leadership Conference and “America 250” Memorial Day Program; the Knoxville Chapter’s participation in the East Tennessee Veterans Memorial Association Medal of Honor program; the Memphis Chapter’s “America 250” Anniversary Dinner in February; and the numerous ROTC, JROTC, and Eagle Scout awards presented by all Region V Chapters including the Columbia, South Carolina and General Westmoreland, Charleston, South Carolina chapters. Additionally, in the arena of growth, the Charlotte North Carolina Detachment doubled in membership and is now an official MOWW Cadre; the Brigadier General Scott Chapter has gone from diminishing to growing; and, at the time of this report, the Augusta Chapter has achieved 350% of its annual membership goal. While recognizing the current and future challenges of chapter growth and aging leadership, Region V remains vibrant, engaged, and motivated by the commitment and dedication of its Companions to the Order’s success.

Chapter Notes

Atlanta, GA: The Atlanta Area Chapter had a stellar year of successful activities and programs and continues to be one of Region V’s strongest and most influential chapters, making an incredibly positive impact on their local community. The chapter provided outstanding support for the execution of the “America 250” Colonial Ball which raised more than \$12k for NYCS; executed a second highly successful Massing of Colors, Toys for Tots, and Wreathes Across America programs; celebrated and recognized several World War II Veterans and a Centenarian birthday. Additionally, the Atlanta Chapter Outreach programs provided an impressive 148 JROTC awards, 21 ROTC awards, 101 Eagle Scout awards, and 90 Gold GSA awards. As if these accomplishments were not enough, the chapter donated a World War II poster to a local Women’s Veterans program; two chapter Companions successfully worked with three mentees through the Veterans Accountability and Treatment Court (VATC) program; and the chapter garnered five new members. Great work by a great team!

Augusta, GA: The Augusta Chapter’s accomplishments were equally impressive! The chapter had an outstanding year of growth, obtaining more than 35 new members, including the addition of General David A. Bramlett, U.S. Army (Ret), a Vietnam War Veteran, outstanding patriot, and a former FORSCOM Commander. Additionally, Augusta executed its 31st annual Youth Leadership Conference, 27-28 February 2026, with 38 students attending from 12 separate schools; its 14th annual Augusta- Central Savannah River Area (CSRA) Memorial Day Observance in honor of America’s 250th Anniversary; and contributed more than \$4k toward the “America 250” Colonial Ball in cash, complimentary guest tickets, and U.S. Civil War antique items for the Silent Auction. Augusta continues an expansive community-wide youth leadership support

initiative, once again volunteering more than 500 hours of service time in support of youth, Scouting America, Girl Scouts, and Association of Practical and Professional Ethics programs.

Macon, GA (Brigadier General Scott Chapter): While the chapter has essentially closed “operations” in Macon, the Chapter remains officially “open” and on the books with two new members, just obtained, in the Savannah region. The plan is to grow this chapter with new members in south and central Georgia and to revitalize as time and resources permit.

Charleston, SC (General Westmoreland Chapter): Membership recruiting and activities slowed over the last year with the passing of the long-time Chapter Commander, Captain Frederick Massey, U.S. Navy (Ret). With strong regional support and coordination we hope to turn the tide and return to growth in 2026 and 2027.

Columbia, SC: Lieutenant Colonel John Marcucci, U.S. Marine Corps (Ret), one of the most active and dedicated Companions in South Carolina, has taken the role of Chapter Commander and has once again personally presented more than 100 ROTC and JROTC Awards of Merit. The chapter has the opportunity to grow and thrive with strong support from the Region V Commander.

Knoxville, TN:

The Knoxville Chapter continued to meet in person, each month during OY25, and their meetings have featured invited speakers at each monthly meeting from July 2025 to May 2026. Whenever possible, invited speakers are individuals who are eligible for MOWW membership. Every eligible speaker is invited to join MOWW. The chapter provides ROTC medals and certificates to 5 college units and 38 high school units. During OY25 the chapter awarded 15 ROTC medals and 36 JROTC medals, which included 2 JROTC medals to cadets in units outside of Tennessee which have a Senior Army Instructor who is a member of the Knoxville Chapter. The Chapter is an organizational member of the East Tennessee Military Affairs Council. The Chapter also has members who attend several of the most important local military events as a group. These are the Veterans Appreciation Awards event in November and the East Tennessee Veterans Memorial Association Medal of Honor program in May. Each of these events raises money for local memorials. The chapter is, once again, proud to have generously supported Wreaths Across America.

Memphis, TN:

The Memphis Chapter continues to be in exceptionally good health and was proud to have a candidate selected for the 2025 National Youth Civics Summit. His feedback was found to be inspirational for his peers in JROTC and has been useful in the chapter’s continued participation in the Huntsville, Alabama YLC. These events, once again, led to the chapter’s annual and highly successful Veterans Day Massing of the Colors program. Additionally, the chapter achieved its recruiting goal, presented its first Eagle Scout Certificate of Recognition, and sponsored a joint DAR, SAR, and English Speaking Union “America 250” Anniversary Dinner which showcased an interpretive speaker who performed Patrick Henry’s “Give me Liberty or Give me Death” oratory. A great year, overall.

2. Assessment of progress toward achieving Strategic Goals:

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

Yes. Chapters have acted upon the leadership's encouragement to develop and deliver attractive and high-impact community outreach programs and activities, as noted in the Chapter summaries above, and look forward to executing many more as we continue to celebrate America's 250th anniversary.

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

Yes. Chapters have acted upon the leadership's encouragement and have developed partnerships with more than 35 Veterans Service Organizations (VSOs) and community support organizations. These partnerships have provided the groundwork for many of our high-impact community outreach programs and are an integral part of our success.

3. Conclusions and Recommendations

Region V chapters within the Departments of Georgia and Tennessee continue to be in good health and are effectively completing the MOWW mission in outstanding fashion. The Department of South Carolina is meeting its challenges in admirable fashion but will continue to need assistance from the Region V leadership. We are encouraged by the department and chapter leaders' current efforts to focus on membership recruitment and expect to see additional chapter growth within the next operating year. In North Carolina we are incredibly proud of our new Charlotte North Carolina Cadre and the leadership provided by LTC Timothy E. Zack, U.S. Army (Ret), Cadre Commander. We look forward to reporting on the cadre's growth, impact, and future accomplishments. Region V's most important priorities will remain chapter growth, vitality, and the continued and consistent implementation of high-impact community outreach programs and activities. We are looking forward to another terrific year of growth and vitality!

FOR THE GOOD OF THE ORDER

ROBERT SODERSTROM
Commander Region V, MOWW

COMMANDER, REGION VI | ANNUAL REPORT

1. Region Summary: Region VI continues to do very well in recruiting, participation in National Convention and Region Conferences and Outreach Programs engagement. Three Youth Leadership Seminars were conducted with 205 students impacted. The Region conducted a selection board to select 2026 National Youth Civics Summit participants. Two applicants were selected, one from Florida and one from Puerto Rico. Puerto Rico will sponsor two students to participate in South Florida's next YLC in September 2026. The Region conducted two Region Conferences plus a working lunch meeting at the 2025 National Convention, where attendance was substantial. 5 out of 8 chapters were visited, even with limited funds available to do this. Great opportunity to engage firsthand with companions across the Region and listen to ideas and concerns. Region VI recruiting efforts netted 61 new members, 153% of the assigned goal for OY 2025. Most of the Region's chapters had or plan an America 250 celebration event.

2. Assessment of progress toward achieving Strategic Goals:
 - a. Strategic Goal One: Consistently develop and deliver attractive, and high-impact community outreach programs and activities.
 - i. *Are regions assisting chapters in the development and sustainment of youth leadership programs?*
 Many of the Region VI chapters are fully engaged in Youth Leadership Programs. Four Chapters conducted Youth Leadership Seminars impacting 205 students. All Chapters are involved in some degree supporting Jr ROTC /ROTC programs, Scouting and Girls Scouts. Region leadership very engaged in supporting all Patriotic education efforts including the National Youth Civics Summit.

 - ii. *Are regions assisting in the development and /or execution of specific region chapter's outreach programs?*
 2025 National Convention Outreach Seminar briefing was shared during the Fall Conference. Chapter's Outreach programs progress is monitored via Facebook and newsletters. Some chapter more active than others. Emphasis on Patriotic Education, America 250 and partnerships to accomplish MOWW's goals.

 - b. Strategic Goal Two: Expand our impact through alliances and strategic partnerships with organizations that align with our mission.
 - i. *Have regions assist chapters in developing partnerships with local veteran and non-veteran organizations that align with MOWW mission?*
 All chapters were briefed on the opportunities to establish relationships with other VSOs, community leaders and government agencies. Emphasis was placed on joining efforts for the America 250 Celebration.

- c. Strategic Goal Three: Increase Visibility of the Order at the national and local community levels through focused communication, marketing strategies, and local community engagement.

- i. *Does the Region assist chapters in the development of a communications /marketing plan?*

Chapter commanders were briefed on the availability of the Tips and Guides section of the MOWW website where this subject is addressed. Marketing options like social media posts and participation in veterans and community fairs were identified as opportunities to expose MOWW.

- d. Strategic Goal Four: Annually grow engaged and sustainable MOWW Membership.

- i. *Have all regions' Chapters met/exceeded EXCOM established national recruiting goals?*

The region's goal was to surpass the established MOWW recruiting goal for OY 2025. We discussed the importance of personal engagement, visibility and the use of the Outreach Programs as a tool to recruit. Retention needs to be included in the equation. In addition to MOWW Headquarters' notices, chapters need to monitor their own membership due dates and have the commander, adjutant and most importantly, the sponsor to seek out the regular members and remind them of their due dates. 7 out of 8 chapters recruited at least one new companion. Six chapters met or exceeded the established recruiting goal. Overall, the Region as of 29 May 2026, has achieved 153% the OY 2025 goal.

- ii. *Have 85% of Regular and Hereditary Members renewed their membership?*

Losses from previous years' regular members continue to grow. As stated above, sponsors are an important resource in engaging with our lapsed members. This should be one of the items included in the MOWW Recruiting Performance Weekly Report.

- iii. *Have all region chapters equaled or exceeded a 75% veteran – companion threshold?*

As of 1 May 2026, 79.1% of Region VI companions are veterans. Three chapters are currently below 75%. These chapters are not allowed to recruit non-veterans as per MOWW COS letter dated 30 June 2023, Non-Veteran Hereditary Members.

- iv. *Have region chapters held at least one general Chapter Meeting per quarter?*

Seven out of eight chapters have had at least one General Chapter Meeting. Some do 12 meetings with others conducting 1 to 10 meetings per year.

- e. Strategic Goal Five: Increase revenues ensuring adequate financial resources to fulfill the Order's mission.

- i. *Do regions conduct region-level fund raising?*

During the Fall Conference chapters agreed to increase the amount of a yearly allocation to be sent into the region treasury. Need to pursue the possibility in finding Corporate Sponsors, specially for YLC/YLS/NYCS purposes.

- f. Strategic Goal Six: Increase the number of chapters and strengthen existing chapters.

i. *Do regions have a succession Plan?*

Getting volunteers to fill the Region's leadership positions can be a difficult endeavor, even with eight chapters. Currently we have a Commander, Vice Commander, Treasurer, Adjutant/FL Department Commander and Puerto Rico Department Commander.

ii. *Do regions recognize companions with awards and certificates?*

During the Fall Region Conference, Merit Plaques were awarded to the Past Region CC, the Treasurer, and both Department Commanders for their contributions during OY 2024. Certificates of appreciation were given to our guest speakers for the event. Region will continue with awards and certificates for our companions. Two plaques were awarded at the Conference in Feb 2026 plus a couple of certificates. Planning to have awards for the end of the Operational Year.

4. Recommendations.

- Region's Travel budget needs to be adjusted to the size / distance to travel to chapters. Promote multi-VSO/ and Community in chapter's General Membership Meetings.
- Emphasize the use of Zoom for chapter meetings with companions who live far or have mobility issues.
- For chapter level fund raising, chapters should work on getting donations and corporate sponsorship for specific activities, i.e., YLS/YLC/NYCS.
- Recruiting.
 - Things that worked: Recruiting drives at Base/Post Exchanges.
 - Companion participation and engagement in Veterans activities.
 - Seek invitations to speak at other VSO meetings, some will like what we do youth programs.
- Retention
 - Retention rate should be part of the Weekly Recruiting Report
 - Companion's sponsors must assist with reminders about their upcoming membership due dates.
- Succession Plan
 - Chapters need to place emphasis in their Succession Plan.
 - Staff training is important so companions can feel comfortable assuming other roles.
 - Have an understanding that chapter commanders are expected to move up the MOWW Chain of Command.

FOR THE GOOD OF THE ORDER

Adolfo Menéndez, Col, USAF (Ret)
Commander Region VI, MOWW

COMMANDER, REGION VII | ANNUAL REPORT

1. Region Summary:

Region VII has 5 chapters, one in each of the Region's states: CPT Grevemberg (large) in Louisiana, Greater Kansas City in Missouri, and Col Elmer (medium) in Arkansas, LTG Walker in Mississippi, and MG Wheeler (small) in Alabama. Region living membership is 336, down 14 members from last year's report. Only one chapter achieved its member recruiting goals.

The Region holds one 3-day Youth Leadership Conference (Huntsville YLC, AL) and two Youth Leadership Seminars (Huntsville YLS, a 6-day, non-overnight event to train YLC graduates and prep for the upcoming YLC, and Arkansas YLS at Camp Robinson in North Little Rock.

a. Key Successes:

The Huntsville MOWW YLC, formerly held at Space Camp as an overnight event until 2019 and during the next 3 years during COVID as a non-overnight event. The venue was moved to a lesser cost (75% less), lesser-known venue. It has twice the floorspace, is more accessible and within a 6-minute walk to a large veteran memorial museum but is not overnight capable. Attendance level, 60 students and 20 YLC graduates trained and serving as staff, temporarily has declined by two students from having to hold the YLC one week earlier than in the past years. This year the YLC will be held on what has proven to be the optimal date for holding the YLC and will likely have 72 students attend.

The YLC agenda includes a tour of the U. S. Veterans Memorial Museum. We encourage other local veterans and community organizations to be part of the tour to share their expertise/familiarity with museum exhibits and equipment, wear organization apparel and provide organization swag if they so choose. The interaction has led to and improved partnerships or alliances with MOAA, MOPH, VVA, AUSA, American Legion, VFW, and National Sojourners and Scottish Rites, the Space and Missile Defense Working Group, and the City of Huntsville and also interact with 54 other organizations through the local multi-county council.

b. Key Challenges

Recruiting is a critical weakness in the region's chapters. Only MG Wheeler Chapter met its recruiting goal.

The lack of willingness of companions to accept chapter & region leadership roles is a major inhibitor in sustainment. The Region Commander also serves as the PEC Chair and Chapter incumbent. Only Greater Kansas City Chapter has a Senior Vice Commander incumbent. CPT Grevemberg also does not have a Treasurer.

2. Assessment of progress toward achieving Strategic Goals, Annex A & B of Strategic Goals

Do Chapters have a viable Patriotic Education program? (SG-1) * Somewhat, most of our chapters seem to participate in the ROTC/JROTC outreach program and one other outreach program. For the 5 chapters, 22 Companions are involved in chapter community outreach. As noted above, one-chapter hosts and supports 1 YLC and 6 YLS events (the equivalent of 6 full days for a series of YLS events) involving 8 Companions. Another chapter hosts and supports 1 YLS involving 6 Companions. There were 88 Veterans Affairs events/activities in which 2 Companions of 1 chapter are involved, 5

events/ activities by another chapter, and 1 event/activity by another chapter, but is an increase of 10 VA events from last year. There are also 4 National Security events by 1 of the chapters. Region VII chapters provided 75 JROTC awards 54 of which the chapters presented and 115 ROTC awards.

3. Results:

Also as noted above, Region VII Companions interact with members of other veterans and community organizations and have made several alliances and partnerships. The more productive gains in this regard have been achieved through participating in local organization councils and recruiting help, including speakers and career/trade panelists to participate in Youth Leadership events and veterans to address exhibits/displays in a large Veterans Memorial Museum and wear current employer or organization apparel for photo opportunity as part of the YLC. One Region Companion trained to serve and served as a judge in the American Legion's Patriotic Oratorical Contest. This interaction has increased awareness of MOWW, its YLCs, additional outreach to youth, community and nation and has resulted in several partnerships and alliances.

4. Conclusions:

Recruiting is a critical weakness in the region's chapters. Only MG Wheeler Chapter met its recruiting goal. Recruit more people, predominantly veterans to be involved with MOWW outreach and MOWW.

The lack of willingness of companions to accept chapter & region leadership roles is a major inhibitor in sustainment.

5. Recommendations:

- Interact and engage with other organizations and provide for their members to have photo opportunities as incentive for their organization to gain visibility for support.
- Focus must be on recruiting and use of all members and personnel assets.
- Increase visibility of the Order and its services to community via effective internal & external communication in newsletters, news releases, websites, and social media presence.

FOR THE GOOD OF THE ORDER:

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

COMMANDER, REGION VIII | ANNUAL REPORT

I. Region Summary: Region VIII is comprised of 11 chapters; 4 small, 5 medium and 2 large chapters, within the states of Kansas, Nebraska, Oklahoma and Texas. It is a large region, about 800 miles north to south and about 825 miles east to west. Consequently, we do business utilizing Zoom whenever possible and only hold one face-to-face conference yearly. Distance does not mean that Region VIII does not accomplish great things. In the last year we have:

- Held 96 Chapter Meetings
- Held 3 Region Meetings
- Had an average of 159 Companions attend meetings each month
- Sent 344 students to Youth Leadership Conferences & Youth Leadership Seminars
- Conducted 4 Youth Leadership Conferences, 3 in Texas and 1 in Oklahoma
- Conducted 3 Youth Leadership Seminars in Texas
- Held or supported 6 Massing of the Colors
- Sponsored, either fully, or in part, 6 Veteran Parades
- Held 55 Veteran Outreach Programs
- Held 4 National Defense Briefing Series Programs, with average attendance of 175 community members
- Held 96 National Security Outreach Programs
- Have on average, 69 Companions actively participating and supporting MOWW programs
- Presented 264 BSA and 125 GSUSA Awards
- Presented 168 other MOWW Awards to community members
- Formed 93 Alliances and Partnerships
- Made 101 speaking presentations within our local communities
- Published 108 Newsletters
- Presented 51 MOWW Awards to Companions

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

As is the case for all Chapters and Regions, recruiting continues to be our largest challenge, but the inclusion of all honorably discharged Veterans of all rank and services this year is showing promise. Overall, the chapters, regardless of size, show very good support of all MOWW Programs, and the Region Chapters have seen significant improvement in their partnership with other community organizations as well as other Veteran Service groups. In this report I will answer selected Annex “B” questions.

II. Assessment of progress toward achieving Strategic Goals:

1. Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities.
 - a. Is there an increase in the number of chapter youth leadership programs throughout Order? (SG-1) – The region holds four Youth Leadership Conferences (YLC) every year, three in Texas and one in Oklahoma. What has changed is the increase in students attending, with a projected total of 250 students this year, the maximum capacity. The big change is that now we have 3 new Youth Leadership Seminars (YLS) in Texas, two hosted by Fort Hood, and one hosted by Houston chapters.
 - c. Are chapters annually increasing the number of community outreach programs not previously performed? (SG-1) * – The small chapters in the region remain basically the same with regard to the number of programs they support, with the exception of the Fort Hood Chapter. Fort Hood has increased their outreach programs not only in size, but also in number. Fort Hood has added two Youth Leadership Seminars (YLS) and has increased their sponsored YLC students to about 40 students. They have also increased their J/ROTC and Scouting programs. The Medium and Large chapters have also seen significant program growth in the last year. The Fort Worth chapter increased their Veteran Day Parade activities (3 Parades) and their J/ROTC and Scout programs. The Houston Chapter has built upon their first YLS last year, making it larger and more encompassing this year. The Hill Country Chapter has hosted many more Veteran program activities, and the Dallas Chapter has literally grown in all programs. Dallas conducted the Dallas Veteran Day Parade and spearheaded a new parade in Arlington, Texas. Dallas has also increased their YLC sponsorship, their J/ROTC and Scout programs.
 - d. Do Chapters have a viable Patriotic Education program? (SG-1) * – All Region VIII Chapters have a viable Patriotic Education program, except for the Kansas Eisenhower Chapter. It is too far for them to send students to the Texas and Oklahoma YLCs. They have been encouraged to pursue establishing a YLS.
 - e. Have chapters involved other community organizations or VSOs in their outreach programs? (SG-1) *– By my estimate, the Region VIII chapters have increased their outreach programs with other community and VSO organizations by approximately 40 different groups. Forty organizations in just the Fort Hood chapter alone.
2. Strategic Goal Two (SG-2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission.
 - a. Have Chapters increased the number of Alliances and Partnerships established with local veteran and non-veteran organizations that align with the MOWW mission? (SG-2) * – The alliances and partnerships formed by Region VIII Chapters is now at least 90 other

organizations. At least 50% of these are in the Fort Hood Chapter; Dallas and Fort Worth Chapters have another 25%, with the remaining 9 chapters having at least 3 each, on average. This does not include the 58 other Dallas VSOs that make up the Dallas Veteran Day Parade Foundation.

- b. With which partnered organizations have joint Chapter meetings been held? (SG-2) * – The Navy League, the Air and Space Force Association, the Association of the U.S. Army, American Legion, Veterans of Foreign Wars, Disabled American Veterans, National Sojourners, the Women’s Army Corps Veterans Association, the Texas Williamson County Veterans support office to help homeless veterans, the Scottish Rite group, the Special Forces Association, the Daughters of the American Revolution, Wreaths across America, Military Officer of America Association, the Houston Military Affairs Committee, the Sweetwater Veterans Club, the Admiral Nimitz Museum of the Pacific, the Medal of Honor Museum, the Frontiers of Flight Museum, the History Center of the University of North Texas and the Care for DFW Vets organization.
3. Strategic Goal Three (SG-3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement.
 - a. Have chapters grown their visibility within the community? (SG-3) * – Many chapters are doing well with their visibility. Of note, Houston and Fort Hood through their YLSs; Fort Hood through their membership in the Area Veterans Advisory Council (AVAC) in the Fort Hood area. Hill country is more visible because they have a press release after each Chapter meeting. The Dallas chapter is obtaining increased visibility through their new and improved website.
 - b. Do Chapters have a dedicated social media presence? (SG-3) * – Nine of the eleven chapters have a dedicated social media presence. Facebook is the preferred social media platform, primarily because it is easier to use than Instagram or Twitter. Also, Facebook is the most well-known to our aging companions.
4. Strategic Goal Four (SG-4): Annually grow engaged and sustainable MOWW membership.
 - a. Have all Chapters met/exceeded EXCOM established national recruiting goals? (SG-4) * – No, four chapters, Dallas, Austin, CAPT Dilworth and Fort Hood have met the recruitment goals. All others are 60% or lower, with two chapters not recruiting at all. However, the Region overall met its recruiting goal at 102%.
 - b. Have Chapters increased the number of new Companions recruited (excluding membership renewals and reinstatements)? (SG-4) * – The four chapters above, with 340%, 250%, 200% and 300% recruitment respectively, as of May 29th, 2026.

- c. Have 85% of Regular and Hereditary Members renewed their membership? (SG-4) * – No, this is directly impacted by the age of the Regular and Hereditary Members. As companions age, they see less advantage in becoming a Perpetual Member, or in extending their membership. This has shown improvement; however, with the Lapsed Members Rosters that are now regularly circulated by the MOWW Membership Manager.
 - d. Have all chapters equaled or exceeded a 75% veteran-Companion threshold? (SG-4) * – Overall Region VIII equals or exceeds the 75% threshold, but four chapters do not. Fort Worth, Hill Country, Houston and Pinson Memorial are below the threshold. They are aware of the problem and are recruiting accordingly.
5. Strategic Goal Five (SG-5): Increase revenues ensuring adequate financial resources to fulfill the Order's mission.
- a. Do chapters conduct annual fundraising drives? (SG-5) * – Five of the eleven chapters have Fundraising drives/events. These are COL Critz, Fort Hood, Fort Worth, Dallas and Hill Country. The National Defense Briefing Series provided between \$1,250 to \$2,250 to all chapters, based upon size.
6. Strategic Goal Six (SG-6): Increase the number of Chapters and strengthen existing Chapters
- a. Do chapters recognize Companions and Patriots with recognition awards and certificates? (SG-6) * – Region VIII presented 51 awards to Companions and Patriots over the last year, for an average of over 4 per chapter.
 - b. Do chapters have a viable succession plan? (SG-6) * – Within Region VIII viable Succession Planning is impacted by the average age of our companions. With age, companions are reluctant to assume leadership positions. For example, the North Texas Chapter closed last year, in part because there was no one willing, or able, to assume the leadership positions within the chapter. Generally, leadership remains in their positions for more than one term. The large chapters, some medium chapters, and one small chapter have succession plans.
 - c. Have Chapter Commanders prepared Companions to assume Chapter leadership roles? (SG-6) * – What normally occurs is that the Chapter Commander frequently picks or plans for his/her replacement, and trains them through involvement and delegation. When ready, the trainee becomes the next Chapter Commander, and the cycle begins again. This occurs because most chapters do not have all their positions below the Commander filled. Only the larger chapters can fill most, if not all, positions and do regular annual succession planning.

- III. Conclusions: Overall, given the challenges and issues that all Chapters face, Region VIII continues to be successful. Small Chapters are beginning to regain traction, Medium Chapters are supporting more and more programs, and our Large Chapters are becoming examples for all to follow. The Region faces staffing problems and the chapters all must do a better job of recruiting, but overall, the support of MOWW programs has been significant and improving.

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

- IV. Recommendations: Continue efforts at the National level to streamline program awards, reports and improve communications. Last year my predecessor made this recommendation, and the Region has seen not only streamlining, but also standardization. All these actions on the part of the National Headquarters are appreciated at the Region and Chapter level.
- V. Issues: Aging companions; Companions' income; Inflation; P&M Disbursement; meeting costs; program costs; and donation decreases are the key issues.

FOR THE GOOD OF THE ORDER

Michael E. Belcher, MAJ, USA (Ret)
Commander, Region VIII, MOWW

COMMANDER, REGION XIII | ANNUAL REPORT

1. **General.** Region XIII is a dynamic and forward-thinking oversight operation. We are blessed to have very capable leaders and out-of-the-box visionary thinkers who provide timely and competent administrative, operational, and managerial guidance. Our collective ability to operate as a cohesive collaborative planning team and creation of a genuinely supportive organizational mindset allows finding innovative approaches and potential benchmark solutions to meet current and anticipated operational challenges. One such example is our successful and effective Region XIII “Hub and Spoke” (H&S) operational service model, discussed in this report.
2. **Oversight Responsibilities.** Region XIII supports the southwestern states of Arizona, Colorado, New Mexico, Utah, Wyoming, and western “panhandle of Texas (El Paso). There is a total of seven operating local chapters— two chapters in Colorado, one chapter in northern New Mexico, one chapter operating in El Paso, Texas, two chapters in central Arizona, and one chapter in southern Arizona.
3. **Operational Model.** While all Region XIII chapters actively track and pursue their annual Chapter Action Plan goals and projected objectives. Specific annual strategic goal (SG) achievements are based on each chapter’s manning strength, financial, and in-house expertise levels. Regional tracking, with H&S operational model support, focuses on each individual chapter administrative, operational, and managerial operating SG priorities and execution site picture – so as not to overburden companions and available chapter resources. Regional H&S model implementation maintains an active collective regional “problem-solving approach” offering tailored support services to each chapter scenario and takes into consideration potentially impactful common denominators identifying general trends that may affect (either positively or negatively) the necessary chapter operational balance required for long-term sustainment and productivity.
 - a. H&S Model Methodology – The Region XIII H&S operational support model was designed and incorporates the guidance provided in **Strategic Plan 2023-2028, Annex B – Attachment B (Region-Related Metrics)** and factors into its implementation strategy geographical MOWW oversight support mission in the southwest challenges and addresses how best to render timely support and assistance to less capable chapter operations – in helping them achieve their operation year Chapter Action Plan stated goals. Region XIII has successfully integrated available technology and harnessed regional administrative, operational, and managerial collective skillsets as a viable and effective oversight and services-oriented “force multiplier.” Regional operational coordination methodology is predicated on a simple and straight forward premise “see a need – fill a need” service support engagement philosophy – where collective collaboration and services reciprocity is established early on and implemented with continued services growth and productivity in mind.
 - b. H&S Operational Architecture - Region operations combine traditional centralized management – decentralized implementation model implementation with an expanded and more flexible outreach-centric “expeditionary” end-user support services provider model implementation strategy. The H&S engagement and fully integrated support concept identifies stronger performing regional chapter operations and designates them as a central “Hub” services provider source who then share and render direct administrative, operational, and managerial support services to lesser capable chapter operations “Spoke” recipients / end-user or stand-alone partner components.
4. **Strategic Goals Progress Assessment.** Region XIII is blessed with very talented and capable commanders

and motivated companions who not only provide outstanding collaboration and support throughout the entire Order but also are willing to expand their organization knowledge base and further enrich their personal companion journey experience. Regional stellar performing chapters provide exemplary effective leadership by example and help motivate and mentor up-and-coming younger “diamonds in the rough” companions that make up our growing succession planning model. The following provide OY2025 operational examples of how Region XIII has successfully implemented Annex B – Attachment B performance expectations.

- a. Strategic Goal One (SG-1): Consistently develop and deliver attractive, and high-impact community outreach programs and activities. The Region XIII H&S operational model constantly monitors and highlights all aspects of local chapter performance (from monthly recruitment and retention efforts to compliance with MOWW HQ administrative, operational and managerial oversight responsibilities). It also offers support services to partnered veteran service organizations and community civic organizations.

SG-1 Achievement – The Santa Cruz Valley Chapter AZ-193 is the only local chapter (Order wide) consistently hosting more than one signature Massing of the Colors event every operational year. Region XIII hosts a total of five MOCs each operating year: one in the Greater El Paso, TX; one in central Phoenix, AZ; one in west Phoenix; one in Tucson, AZ; and one in Sahuarita, AZ.

- b. Strategic Goal Two (SG-2): Expand our impact through alliances and strategic partnerships with organizations that align with our mission. The H&S operational model is designed to provide end-user services which include traditional (internal) MOWW chapter support services and (external) partnered organization and program services.

SG-2 Achievement – The Region XIII Awards Support Program (R-13 ASP) provides fully chapter sponsored ROTC and JROTC annual awards to local community programs. In addition, R-13 services requests received from the state of Utah and provides regional chapter awards support coverage in central New Mexico. In OY2025 our R-13 ASP services provided eleven [11] ROTC and fifty-seven [57] JROTC full size medal sets and award citations, serving three states.

- c. Strategic Goal Three (SG-3): Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies and local community engagement. Through our expanded end-user H&S services, MOWW branding and satisfied customer services publicity increases opportunities for recruitment and new partnerships.

SG-3 Achievement – While Region XIII H&S services offer support end-user services 365/24/7 year-round, our more targeted R-13 ASP services focus on recurring annual specific service-oriented partnership arrangements for organization growth and productivity. Each operating year Santa Cruz Valley AZ-193 award support services yields four to six [4-6] chapter sponsored newly recruited chapter companions to its roster.

- d. Strategic Goal Four (SG-4): Annually grow engaged and sustainable MOWW membership. See SG-3 Achievement notes.

SG-4 Achievement – As of 30 APR 2026 Region XIII was at one hundred twelve percent [117%] of its designated regional annual recruiting goal. This SG-4 achievement milestone is mainly due to its one hundred [100%] chapter participation recruitment activity (among its seven chapters) and four

strong chapter recruitment efforts [Denver Chapter – 150% / Greater El Paso Chapter – 200% / Santa Cruz Valley Chapter – 217% / West Valley Chapter – 100%]. The remaining three [3] chapters also contributed as well [Colorado Springs Chapter – 50% / MG Miles Chapter – 50% / Phoenix Chapter – 30%].

- e. Strategic Goal Five (SG-5): Increase revenues ensuring adequate financial resources to fulfill the Order's mission. Fundraising continues to be a challenge for most operations. Local chapters still depend upon MOWW HQ funding support which is not a sustainable long-term strategy. In the interim, Region XIII continues to hold its own using collective reasoning and active problem-solving workarounds.

SG-5 Achievement – While our H&S and R-13 ASP annual activities concentrate on fulfilling requested and much needed end-user services, our Arizona Youth Leadership Conference (AZYLC) annual program focuses on fundraising, grant donations and private donor charitable contributions, as R-13 AZYLC participating chapters do as well. Hosted by our Phoenix Chapter, regional donor contributions are on the rise. AZYLC 2026 regained its student delegate participation of sixty [60] student participants in OY2025 and hopes to expand for next year.

- f. Strategic Goal Six (SG-6): Increase the number of Chapters and strengthen existing Chapters. While Region XIII did not add new Cadres or Chapters in OY2025, it did increase its H&S end-user base – strengthening its support base and MOWW branding notoriety.

SG-6 Achievement – Region XIII operates using “out-of-the-box” thinking strategy which offers non-traditional solutions to traditional challenges. MOWW does not recognize organizational growth beyond the established recruitment and retention rubric. The foundation for long-term growth may lay in non-traditional engagement strategy. R-13 picked up two new university ROTC programs in Utah, resulting in six recruited R-13 expeditionary MOWW companions. Added to our traditional local recruitment efforts, it comes as no surprise that Region XIII continues to lead among all current regions in the Order.

5. Recommendations.

- a. Our Order needs to expand communication, to include devising better opportunities for all companions to discuss and compare local solutions to common challenges like recruitment, retention, fundraising, and how to create better operational environments for newcomers to find their way and place within our Order.
- b. Our Order needs to be a “forward thinking” organization and tailor its efforts to the current highly competitive VSO environment. This requires a nimbler and resilient operational model – one that can quickly pivot and adapt to changes and trends that attract today's veterans. The newer generation of veteran warriors are more involved with social causes and passions. Monthly chapter meetings (in their traditional sense) present an awkward and cumbersome commitment lacking the ability to capitalize on today's technology landscape.

FOR THE GOOD OF THE ORDER

CHRIS SCHMIDT, MAJ, USA (Former)
Region XIII Commander, MOWW

COMMANDER, REGION XIV | ANNUAL REPORT

I. Executive Summary

A. Overview

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

B. Assessment of progress toward achieving Region XIV Strategic Goals

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

C. Successes and Challenges

- Succession challenges in many chapters and the Region. The Region has one of four elected positions vacant. It is time to replace the Commander and Treasurer.
- Region Commander visits. I visited six chapters in person or on Zoom.
- Fundraising. We have some ideas but much more creative and continuous effort needed.
- Strategic Plan: Continue to assist chapters in creating CAPs and completing CARs
- Recruiting
 - New veteran and younger companions are always needed.
 - MOWW Patriots needed.
 - Lapsed members need to rejoin. Progress is being achieved with more follow-up with individual commanders and companions.

D. Lessons Relearned

- The Region must recruit more leaders to fill chapter and Region positions by creating a cultural and mindset change with the expectation of moving into the next higher positions.
- I need to actively mentor companions to become Region elected officers and appointed staff.
- Commanders and staffs need more assistance with administration of their chapters, including awards, website use, and outreach. I need to provide more mentoring and more detailed information to commanders in order to better lead their chapters.
- I need to frequently follow up with some chapter commanders and staff.

II. Strategic Plan Summary

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

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

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

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

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

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

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

III. Recommendations

A. Recommendations for National HQ

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

B. Recommendations for Region XIV VCINC

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

FOR THE GOOD OF THE ORDER

George T. "Ted", Parsons, CDR, USN (Ret)

Commander Region XIV, MOWW

CONSTITUTION & BYLAWS COMMITTEE | ANNUAL REPORT

PROPOSED CONSTITUTION & BYLAWS AMENDMENTS

COLONEL KENNETH O. MCCREEDY, USA (RET)
CHAIR, CONSTITUTION & BYLAWS COMMITTEE

In keeping with the MOWW Constitution (Article VIII, Section 3) and MOWW Bylaws (Article 8, Section 3), the MOWW Constitution and Bylaws Committee presents the following proposed amendments for consideration by all Companions of the Order. The Committee recommends their adoption and expressly presents them for consideration by, and the vote of, the delegates to the MOWW Convention to be held in San Antonio, TX, in August 2026.

1. Proposed Amendment to the MOWW Constitution, Article III, Section 2 and Section 3.

Current Language: Article III Organization

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

SECTION 3. Resolutions and Regulations. Resolutions and regulations of an administrative nature adopted by the General Staff or Order in convention will be retained on file at HQ MOWW and remain in effect until rescinded.

Proposed Language: Article III Organization

SECTION 2. Supreme Authority. The supreme authority and direction of the Order are vested in its legislative body, the National Convention, acting in accordance with the Order's Bylaws.

SECTION 3. Resolutions and Regulations. Resolutions and regulations adopted by the General Staff or by the delegates at the National Convention will be retained on file at HQ MOWW and remain in effect until rescinded.

Rationale: The term "in convention" is unnecessarily vague. It is only used in these two places. The rest of the time, "MOWW Convention," or "National Convention" is used. Article IV, National Convention, states that the National Convention is the legislative body of the Order, indicating that it is here where the supreme authority and direction of the Order rests. By replacing "in convention" with "National Convention," the meaning is clear and consistent throughout the document.

This change, together with the proposed Article 7, National Convention, and Article 8, Electronic and Hybrid Meetings, of the Bylaws, renders the proposal that was tabled at the 2025 National Convention unnecessary, allowing virtual, hybrid or in-person only meetings. This gives the Order's leadership the opportunity to involve more Companions as virtual delegates to the National Convention.

Submitted by: Ken McCreedy

2. Proposed Amendment to the MOWW Constitution, Article II, Section 1. Membership

Current Language: ARTICLE II Membership

SECTION 1. Membership Classification. Members will be classified as Regular, Perpetual, Senior, Hereditary, Dual (which includes multiple memberships) and Memorial. The first five (5) classifications will comprise the active membership of the Order as hereinafter set forth in this Constitution and Bylaws.

- A. Regular Membership. Regular Membership is open to a citizen of the United States of America of good moral character and repute who served honorably on Active Duty, to include Active Duty for Training, in the Armed Forces of the United States of America (Active, Guard, Reserve) National Oceanographic and Atmospheric Administration (NOAA) or the United States Public Health Service (USPHS). [Section revised by National Convention in 2024 and 2025.]
- B. Perpetual Membership. Perpetual Membership is open to Regular, Hereditary and Senior members, to former members in the first two classes or to qualified new members desiring to join the Order, upon contributing the sum published in the Policy Manual to the Perpetual and Memorial Membership Fund through the National Headquarters. New members will be exempt from all annual dues for the fiscal year in which they join the Order through Perpetual Membership, and all Perpetual Members will be exempt from future annual dues in perpetuity. [Section revised by National Convention in 2023.]
- C. Senior Membership. Senior Membership will be those members who have attained the age of seventy (70) years and whose membership in the Order has been in good standing for thirty (30) years. Individuals with memberships in more than one (1) chapter must possess the aforementioned qualifications within each chapter to be eligible for Senior Membership status. Senior Members will be exempt from any further payment of dues whatsoever. Since Perpetual Membership in this Order is a higher classification than Senior Membership, and exempt from all dues payment as such, nominations of Perpetual Members for Senior Member status will not be considered.
- D. Hereditary Membership. Hereditary Membership is open to citizens of the United States of America who are at least eighteen (18) years of age (effective 30 September 2019), and of good moral character and repute. [Section revised by National Convention in 2019, 2024 and 2025.] They must also be:
 - 1) The spouse of a present or former Member, or
 - 2) The surviving spouse of a deceased or former Member, or
 - 3) The spouse, descendant, or adopted child of a veteran who is, if living, or who would have been, if deceased, eligible as a member, or
 - 4) The descendant or adopted child of a member; or in the case of failure of lineal issue or adopted child, or

- 5) A descendant or adopted child of a sister or brother of a member.
- 6) The parent of a veteran who is, if living, or who would have been, if deceased, eligible as a member, provided that the parent is a veteran of any of the eight uniformed services. [Section revised by National Convention in 2021, 2024 and 2025.]
- E. Dual Membership. Dual Memberships, i.e., membership in two or more chapters, are authorized to individual members, if such individual members meet annual national dues requirements or Perpetual Membership contributions for each membership.
- F. Memorial Perpetual Membership. Memorial Perpetual Membership may be conferred upon a deceased veteran who was a member of the Order at the time of their death, upon a deceased veteran who was eligible for such membership but was not a member at the time of their death, or upon a citizen eligible for Hereditary Membership at the time of their death. Upon nomination by a chapter of the Order and upon Headquarters MOWW's receipt of a contribution to the Perpetual and Memorial Membership Fund in the sum published in the Policy Manual, the name of such member will be inscribed in the records of the Order as a Memorial Perpetual Member. [Section revised by National Convention in 2024 and 2025.]
- G. Honorary Membership. Honorary Memberships in the Order may not be conferred upon any person. The foregoing will not affect the status of Honorary Members duly elected prior to 1957.

Proposed Language: ARTICLE II Membership

SECTION 1. Eligibility criteria. Those eligible for membership include citizens of the United States of America of good moral character and repute who are at least 18 years old and are either:

- A. Veterans, defined as those who have served or are serving honorably on Active Duty in the Uniformed Services of the United States, to include Active Duty for Training, in the Armed Forces of the United States of America (Active, Guard, or Reserve), National Oceanographic and Atmospheric Administration (NOAA), or the United States Public Health Service (USPHS), or
- B. Hereditary Members, defined as family members of veterans within two degrees of consanguinity. This includes parents and grandparents, spouses, siblings, children and grandchildren, whether the relationship is by birth, adoption, or marriage.
- C. The chapter must maintain 75% veteran membership to meet IRS requirements for a 501c19 organization.

SECTION 2. Classification. Veteran and Hereditary Members may be classified as Regular, Perpetual, Senior, Dual (which includes multiple memberships) and Memorial. The first four (4) classifications will comprise the active membership of a Chapter and the Order. The dues for each classification will be as published in the Policy Manual.

- A. Regular Membership is open to Veterans and Hereditary Members who choose to renew their membership on an annual basis.
- B. Perpetual Membership is open to new Veteran and Hereditary Members, and current Regular and Senior Members, who choose to become members in perpetuity with their names permanently inscribed in the records of the Order. Once the Perpetual membership fee is paid in full, Perpetual Members are exempt from annual dues.
- C. Senior Membership is open to Regular Members who have attained the age of seventy (70) years and have been members in good standing for thirty (30) years. Senior Members will be exempt from any further payment of dues. Since Perpetual Membership in this Order is a higher classification than Senior Membership, and already exempt from all dues payment, nominations of Perpetual Members for Senior Member status will not be considered.
- D. Dual Membership is simply membership in two or more chapters, which is authorized to individual members, if such individual members meet annual national dues requirements or Perpetual Membership contributions for each chapter membership. For companions with dual membership, the requirements for attainment of Senior Member status are applied separately to each chapter membership.
- E. Memorial Perpetual Membership may be conferred upon a deceased veteran who was a member of the Order at the time of their death, or upon a deceased veteran who was eligible for such membership but was not a member at the time of their death, or upon a citizen eligible for Hereditary Membership at the time of their death. Upon nomination by a chapter of the Order, and upon Headquarters MOWW's receipt of a contribution to the Perpetual and Memorial Membership Fund in the sum published in the MOWW National Policy Manual, the name of such member will be inscribed in the records of the Order as a Memorial Perpetual Member. This membership classification is designed to allow chapters to honor deserving individuals who were not already Perpetual Members at the time of their death with inscription in the records of the Order as a Memorial Perpetual Member.
- F. Honorary Membership. Honorary Memberships in the Order may not be conferred upon any person. The foregoing will not affect the status of Honorary Members duly elected prior to 1957.

Rationale: The current Membership description section of the Constitution is very poorly written, confusing, contradictory and does not correctly describe how we operate.

First: it lists all descriptors as classifications, making it seem like Hereditary is a different classification of membership, yet Hereditary Members can be Regular, Perpetual, Senior, Dual, or Memorial Members as well, so this does not seem to make sense. To remedy this, the new language breaks out two sections – eligibility criteria and classification. A companion is either a veteran or hereditary member under eligibility criteria, then both veteran and hereditary members can fall under each of the classifications in the following section.

Second: sorted out all eligibility criteria into the first section and left just the descriptions of the classifications in the second section.

Third: the current Hereditary criteria description is very convoluted, contradictory and not entirely consistent with the IRS criteria. The new language makes it simpler, straightforward and in compliance with the IRS criteria.

Fourth: inserted the 75% veteran membership requirement.

Fifth: added a sentence at the end of the Memorial Perpetual Membership classification to clarify its purpose.

Submitted by: Carrie Nielson, CAPT, USN, Retired, Commander, Puget Sound Chapter

3. Related Recommended Amendment to MOWW Bylaws Article 1 Finances

Current Language:

SECTION 2. Payment of Regular (Annual) Membership Dues. Each Regular and Hereditary Member shall, on or before the anniversary date of their joining, pay to MOWW, Inc., national dues in an annual amount to be established by the MOWW Convention upon recommendation of the Executive Committee of the General Staff and published in the MOWW Policy Manual.

SECTION 3. Payment of Perpetual Membership Dues.

- A. An individual who directly joins the Order as a Perpetual Member (officer veteran or Hereditary) and remits the full Perpetual Membership contribution at the time of application shall be exempt from all National and local dues.
- B. *No Change proposed*
- C. *No Change proposed*

SECTION 4. Perpetual Membership Dues Payment Options.

- A. The amounts of the one-time contributions of Perpetual Members (including Hereditary Perpetual Members) shall be established by the National Convention upon recommendation of the Executive Committee of the General Staff and published in the MOWW Policy Manual. [Section revised by National Convention in 2023.]
- B. *No Change proposed*
- C. *No Change proposed*

SECTION 5. Chapter Cadre Dues.

- A. Ten dollars (\$10.00 US) for each new Regular or Hereditary annual dues-paying member shall be remitted to a cadre organized under the Bylaws, Article 2 (Charters), Section 6.
- B. *No change proposed*

Proposed Language:

SECTION 2. Payment of Regular (Annual) Membership Dues. Each Regular Member shall, on or before the anniversary date of their joining, pay to MOWW, Inc., national dues in an annual amount to be established by the MOWW Convention upon recommendation of the Executive Committee of the General Staff and published in the MOWW Policy Manual.

SECTION 3. Payment of Perpetual Membership Dues.

- A. An individual who directly joins the Order as a Perpetual Member and remits the full Perpetual Membership contribution at the time of application shall be exempt from all National and local dues.
- B. *No change.*
- C. *No change*

SECTION 4. Perpetual Membership Dues Payment Options.

- A. The amounts of the one-time contributions of Perpetual Members shall be established by the National Convention upon recommendation of the Executive Committee of the General Staff and published in the MOWW Policy Manual. [Section revised by National Convention in 2023.]
- B. *No change.*
- C. *No change*

SECTION 5. Chapter Cadre Dues.

- A. Ten dollars (\$10.00 US) for each new Regular annual dues-paying member shall be remitted to a cadre organized under the Bylaws, Article 2 (Charters), Section 6.
- B. *No change.*

What changed:

Bylaws, Article I, Section 2

After "Each Regular..." deleted "and Hereditary ..."

Bylaws, Article I, Section 3, Paragraph A

After "...as a Perpetual Member", deleted "(officer veteran or Hereditary)"

Bylaws, Article I, Section 4, Paragraph A

After "...contributions of Perpetual Members..." deleted "(including Hereditary Perpetual Members)"

Bylaws, Article I, Section 5, Paragraph A

After "...for each new Regular..." deleted "or Hereditary"

Rationale: If the main Membership Constitution amendment passes, then Regular and Perpetual memberships should always be assumed to include both Veteran and Hereditary members.

Submitted by: Carrie Nielson, CAPT, USN, Retired, Commander, Puget Sound Chapter

Supporting Amendment to the MOWW Policy Manual, Chapter 1, Section E, Membership Categories and Dues, Paragraph 3, Membership Categories and Dues

Current Language:

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.

Proposed Language

3. Membership Categories and Dues.

- a. Regular @ \$60.00/year (one-time payment)
- b. Perpetual @ 1 x \$500.00
Perpetual @ 4 x \$125.00 Qtrly (new members will be charged a transaction fee for each payment)
Perpetual (1st year commission/warrant) @ 1 x \$200.00 (one-time payment)
- c. Memorial Membership dues rates are established in the MOWW Bylaws. Memorial Perpetual @ 1 x \$250.00.

Rationale: We do not need separate categories for Veteran and Hereditary. Dues are simply based on whether you are a regular or perpetual member.

Submitted by: Carrie Nielson, CAPT, USN, Commander Puget Sound Chapter

Recommendation: The Constitution and Bylaws Committee recommends adoption of this amendment and the supporting amendments. The proposed amendment is clearly written and provides a simpler, more precise articulation of MOWW membership requirements without altering the requirements themselves.

Additionally, the current language in Article II, Section I, contains provisions that conflict with IRS Code 501(c)(19) membership criteria. Specifically, it authorizes hereditary membership beyond the permitted two degrees of consanguinity (parent, grandparent, child, grandchild, and sibling). Subparagraphs D.4) and D.5) are inconsistent with IRS guidelines for veterans' organizations. Subparagraph D.4) extends eligibility to descendants of all members regardless of a qualifying veteran connection, while subparagraph D.5) improperly includes nieces and nephews, who fall outside the allowable degree of relationship.

4. Proposed Amendment to MOWW Constitution and Bylaws - Eliminate Article IV to the Constitution Revises Bylaws Article 7 and adds Article 8 (new) to the Bylaws.

Current Language: MOWW Constitution, ARTICLE IV National Convention

SECTION 1. Legislative Body. The legislative body of the Order will be the National Convention.

- A. The MOWW Convention will meet annually at such places and dates as approved by the General Staff. Each chapter will be entitled to two (2) delegates-at-large and one additional delegate for every twenty-five (25) members or major fraction thereof in good standing as of the prior 30 June, in addition to the General Staff members. A member may only represent one chapter. Proxies will not be allowed. A duly-accredited alternate may attend and vote in the absence of a delegate.
- B. Members of the General Staff will also be delegates.
- C. A quorum will consist of a majority of the accredited delegates in attendance at the convention, but not less than twenty-five (25).

SECTION II. Convention Opening Ceremonies. The Pledge of Allegiance to the national flag of the United States of America will be recited at the opening of all MOWW Convention, meetings of the General Staff, all Region, Department and Chapter meetings and assemblies, and whenever it can be done appropriately at other gatherings and ceremonies of the Order.

SECTION III. Convening in Emergency Conditions. This section provides alternative procedures for convening the Order in emergency conditions that prevent the in-person gathering of Companions. [Section added by National Convention approval in 2022].

- A. Determination of an Emergency. In the event of an emergency that threatens the successful Execution of the MOWW Annual convention, the Command-in-Chief (CINC), CEO & Chair of Executive Committee of the General Staff (EXCOM) will convene the EXCOM to discuss the nature of the emergency and to determine whether to issue an emergency declaration. The CINC will provide the EXCOM with his/her recommendation and rationale. After the discussion, the EXCOM will determine whether or not an emergency exists by majority vote.
- B. Upon determination that an emergency situation exists, alternative means of conducting the convention will be determined by the EXCOM. They will consider alternatives to an in-person convention, which could include on-line meeting software tools conference call, or other alternatives.
- C. In the event of an emergency declaration, the EXCOM will determine what additional business will be performed when on in convention. At a minimum, the Election of National Officers and voting on Constitution & Bylaws Amendments shall be performed.
- D. To carry out elections, and confirmation of delegate responses to proposed amendments, the EXCOM will select a method of voting that is secure, anonymous, and readily available to all authorized delegates. These procedures are detailed in the Policy Manual.

Current Language: MOWW Bylaws, Article 7, Order of Business

SECTION 1. Parliamentary Procedure Governance. Robert's Rules of Order Newly Revised (RONR) shall govern parliamentary procedure in all meetings, assemblies, and conventions of the Order. If any nominee or candidate for office fails to receive a plurality vote, they shall not be considered elected to such office.

SECTION 2. General Staff Meeting Agendas.

- A. The order of business at General Staff (GS) meetings shall be in accordance with an agenda prepared by the Chief of Staff, pursuant to the direction of the Commander-in-Chief. In the absence of an agenda directed by the Commander-in-Chief, the order of business at General Staff meetings shall be:
- 1) Call to order
 - 2) Invocation
 - 3) Pledge of Allegiance
 - 4) Reading of the preamble
 - 5) Roll Call
 - 6) Approval of minutes of preceding meeting and action thereon. Reports by the Commander-in-Chief, Chief of Staff, Treasurer General and other officers
 - 7) Reports of Committees
 - 8) Unfinished business
 - 9) New business
 - 10) Benediction and adjournment
- B. The national flag of the United States of America and organizational flag of the Military Order of the World Wars shall always be displayed when the General Staff and/or the Executive Committee of the General Staff are in session.

SECTION 3. National Convention Agendas.

- A. The order of business at National Conventions shall be in accordance with an agenda prepared by the Chief of Staff, pursuant to direction of the Commander-in-Chief. In the absence of an agenda directed by the Commander-in-Chief, the order of business at National Conventions shall be:
- 1) Opening ceremonies, to include the call to order, invocation, Pledge of Allegiance, reading the Preamble, Welcome, Commander-in-chief's address, and the first resolution
 - 2) Minutes of the previous convention
 - 3) Reports of National Officers
 - 4) Report of the Board of Trustees
 - 5) Report of the General Staff
 - 6) Report of the Executive Committee of the General Staff
 - 7) Reports of standing committees (except the Legislative and Resolutions Committee, and the Constitution and Bylaws Committee)
 - 8) Reports of Ad Hoc Committees
 - 9) Report of the Legislative and Resolutions Committee
 - 10) Report of the Constitution and Bylaws Committee
 - 11) Report of the Nominating Committee and the election of National Officers
 - 12) Unfinished business (to include citations and installation of officers not to be installed at the banquet)
 - 13) New business
 - 14) Annual banquet (to include installation of certain officers)
 - 15) Benediction and adjournment

SECTION 4. National Convention Memorial Service.

- A. National Conventions shall include an ecumenical memorial service, including the presentation of the national flag of the United States of America. Any specific religious faith group of persons in attendance at a National Convention that desires to participate in an additional worship or celebration service during the convention should contact the chaplain General in advance for arrangements.
- B. The national flag of the United States of America and the organizational flag of the Military Order of the World Wars shall always be displayed when the Convention is in session.

Proposed Language: The Constitution and Bylaws will be consolidated and reorganized into a revised Article 7 and a new Article 8 in the Bylaws; Article IV of the Constitution will be eliminated.

ARTICLE 7, Order of Business

SECTION 1. Parliamentary Procedure Governance. The current edition of Robert's Rules of Order shall govern parliamentary procedure in all meetings, assemblies, and conventions of the Order.

SECTION 2. General Staff meeting agendas shall be prepared by the Chief of Staff, pursuant to the direction of the Commander-in-Chief.

SECTION 3. Display of Flags. The national flag of the United States of America and the organizational flag of the Military Order of the World Wars shall always be displayed at all meetings, assemblies, and conventions of the Order.

SECTION 4. The Pledge of Allegiance to the national flag of the United States of America will be recited at the opening of all MOWW Convention, meetings of the General Staff, all Region, Department and Chapter meetings and assemblies, and whenever it can be done appropriately at other gatherings and ceremonies of the Order.

ARTICLE 8, National Convention

SECTION 1. The National Convention is the legislative body of the Order.

SECTION 2. The National Convention will meet annually at such places and dates as approved by the previous National Convention in accordance with the Bylaws.

SECTION 3. Powers of the National Convention. Delegates attending the National Convention shall have the power to elect National Officers, pass resolutions, and approve amendments to the Constitution and Bylaws of the Order.

SECTION 4. Voting Members. The delegates of the National convention shall include:

- A. Statutory Delegates (per Article V, section 4 of the MOWW Constitution)
- B. Delegates as designated and accredited by chapter commanders, with each commander entitled to designate two (2) delegates at large and one additional delegate for every twenty-five (25)

members or major fraction thereof. These members must be in good standing as of the prior 30 June. A member may represent only one chapter. Proxy votes are not allowed.

SECTION 5. Quorum. A quorum will consist of a majority of the delegates in attendance physically or virtually at the National Convention, but not less than twenty-five (25).

SECTION 6. Call to Convention. The Call to National Convention shall be published no later than eight months prior to the event in the MOWW Review. Chapter Commanders shall forward a list of accredited delegates to National HQ no later than 30 days prior to the start of the National Convention.

SECTION 7. National Convention Agenda. The order of business at National Conventions shall be in accordance with an agenda prepared by the Chief of Staff pursuant to direction of the Commander-in-Chief.

SECTION 8. National Convention Memorial Service. The National Convention shall include an ecumenical memorial service to remember Companions who passed away the previous year. Any specific religious faith group of persons in attendance at the National convention who desire to participate in an additional worship or celebration service during the Convention should contact the Chaplain General in advance for arrangements.

SECTION 9. The Chief of Staff is responsible for providing written minutes of the National Convention and collating annual reports from National Officers for publication in the MOWW Almanac for that Operating Year.

Rationale: This amendment is an effort to streamline the Constitution and Bylaws, bringing like-subjects together. Robert's Rules of Order, 12th Edition, 58.6 states that the bylaws should authorize a periodic convention, define its powers, fix its quorum, specify voting members, prescribe qualification of delegates and alternates, establish a basis of determining their number, specify a method of electing them, defining how and when a call to convention is sent, and defining the operation and organization of the convention. Parts of these requirements are currently set forth in the Constitution, other parts in the Bylaws. This change brings everything into the Bylaws per Robert's.

Article IV, Section II requirement that the Pledge of Allegiance be recited at the opening of the Convention, becomes a generic requirement for all meetings, assemblies, and conventions of the Order (moved to Article 7, Order of Business, of the Bylaws).

Article IV, Section III, Convening in Emergency Conditions is eliminated (assuming that the Bylaws are amended to allow Electronic and Hybrid Meetings per Proposed Amendment 1 to the Bylaws). If this amendment is voted down, this Section should become part of Article 8, National Convention , in the Bylaws .

Article 7, Order of Business, Section 1 of the Bylaws eliminates the last sentence addressing plurality votes (which has nothing to do with Parliamentary Procedure). We recommend relocating this clause to the Constitution's Article V, Section 2, Selecting National Officers (Proposed Amendment 3 to the Bylaws).

Article 7 of the Bylaws, Section 2A, General Staff Meeting Agendas, proposes eliminating the outline agenda of meetings since the previous clause says that the CINC shall direct the Chief of Staff to prepare an agenda. There is no need to dictate what one would look like in the absence of such action.

Article 7 of the Bylaws, Section 2B, directing that the national flag and MOWW flag be displayed at meetings of the General Staff has been eliminated and replaced by a general requirement added to Article 7 of the Bylaws requiring all meetings, assemblies and conventions of the Order feature displays of the national flag and MOWW flag.

Article 7 of the Bylaws, Section 3A, National Convention Agendas, has been shortened, with the order of business in the event that the CINC and Chief of Staff fail to prepare an agenda eliminated. The Bylaws direct the Chief to prepare an agenda pursuant to the direction of the CINC; we can rightly presume that this will be done.

Article 7, Section 4, National Convention Memorial Service, has been included as part of the new Article 8, National Convention. The requirement to display the national flag and MOWW flag is now covered by the general requirement to do so at all MOWW meetings.

Finally, the new Article 8, National Conventions, includes all the topics cited in Robert's that should be described in discussing the National Convention, including periodicity, powers, composition of voting members, quorum, call to convention, agenda setting, planning and preparation, and minutes.

Submitted by: Ken McCreedy

Recommendation: The Constitution and Bylaws Committee recommends approval of this amendment to the Constitution and Bylaws of the Order.

5. Proposed Amendment MOWW Constitution Article V, Section 2 and MOWW Bylaws Article 7, Section 1.

Current Language: Constitution, ARTICLE V, Officers

SECTION 2. Selecting National Officers.

- A. The MOWW Convention will elect the following officers each year. Each of the following National Officers will hold office for one year or until his successor is duly elected and qualified.

Current Language: Bylaws, ARTICLE 7, Order of Business

SECTION 1. Parliamentary Procedure Governance. Robert's Rules of Order Newly Revised (RONR) shall govern parliamentary procedure in all meetings, assemblies, and conventions of the Order. If any nominee or candidate for office fails to receive a plurality vote, they shall not be considered elected to such office.

Proposed Language: Constitution, ARTICLE V, Officers

SECTION 2. Selecting National Officers.

- A. The MOWW Convention will elect the following officers each year. If any nominee or candidate for office fails to receive a plurality vote, they shall not be considered elected to such office. Each

of the following National Officers will hold office for one year or until his successor is duly elected and qualified.

Proposed Language: Bylaws, ARTICLE 7, Order of Business

SECTION 1. Parliamentary Procedure Governance. Robert's Rules of Order Newly Revised (RONR) shall govern parliamentary procedure in all meetings, assemblies, and conventions of the Order.

Rationale: The placement of this clause under Parliamentary Procedure Governance is perplexing. It is moved to a place where it logically belongs, Selecting National Officers.

Submitted By: Ken McCreedy

Recommendation: The Constitution and Bylaws Committee recommends approval of this amendment as a way to streamline the logic of the Constitution.

6. Proposed Amendment to MOWW Bylaws to add: Article 9, Electronic and Hybrid Meetings

Current Language: None

Proposed Language: ARTICLE 9 Electronic and Hybrid Meetings

SECTION 1. Authorization. Meetings of the National Convention, the General Staff, the Executive Committee of the General Staff (EXCOM), Standing and Ad Hoc Committees, and other official bodies of the Order (including, but not limited to, Regional Conferences and Department and Chapter meetings) may be conducted by electronic means (e.g., video conferencing, teleconferencing, or other remote communications technologies) or in a hybrid format (combining in-person and virtual participation), provided that the platform used enables all participants to hear and, where applicable, see one another simultaneously. The presiding officer of each authorized body has the authority to determine whether or not any meeting of such body will be conducted by electronic means or in a hybrid format, consistent with the standards established in the MOWW Policy Manual.

SECTION 2. Participant Rights and Responsibilities. Companions attending electronically or in a hybrid setting shall possess the same rights and responsibilities as those attending in person. This includes, but is not limited to, the rights to make motions, debate, vote, and be counted toward quorum, subject to the same rules of order and decorum.

SECTION 3. Voting Procedures. Voting at electronic or hybrid meetings may be conducted by voice vote, roll call, or secure electronic voting systems, including online platforms or telephonic voting, provided such methods ensure vote integrity, anonymity (when applicable), and accessibility. The presiding officer of each authorized body shall approve specific procedures for conducting electronic or hybrid meetings, consistent with the standards established in the MOWW Policy Manual.

SECTION 4. Notice and Access. Notice of meetings conducted electronically or in hybrid format shall be issued in accordance with existing notice requirements in these Bylaws. Such notices shall include instructions for remote access and any technical requirements for participation.

SECTION 5. Quorum and Technical Disruptions. Participants attending electronically shall be counted toward quorum. In the event of widespread technical difficulties affecting participation or voting, the presiding officer may temporarily recess or adjourn the meeting.

Renumbered Articles (for final organization):

- Article 10 – Amendments (Previously Article 8; no content change)
- Article 11 – Indemnification (Previously Article 9; no content change)

Rationale: This new Bylaws article formally authorizes the use of electronic and hybrid formats for all official meetings of the Military Order of the World Wars (MOWW), including those of the National Convention, General Staff, Executive Committee of the General Staff (EXCOM), and all standing and ad hoc committees (including, but not limited to, Regional Conferences and Department and Chapter meetings). This approach ensures organizational flexibility and inclusivity while maintaining the integrity of deliberative and voting procedures across all levels of the Order.

Submitted by: Mike Farrell, Chief of Staff, MOWW

Recommendation. The Constitution and Bylaws Committee recommends adoption of this amendment. This brings our bylaws into alignment with Roberts Rules of Order (12th Edition), 9:30, which reads: “Except as authorized in the by-laws, the business of an organization or board can be validly transacted only at a regular or properly called meeting—that is, as defined in 8:2(1), a single official gathering in one room or area of the assembly of its members at which a quorum is present.” Heretofore, our bylaws have not authorized virtual or hybrid meetings as an option to in-person meetings (except the National Convention under Emergency Procedures).

AMENDMENTS CONSIDERED BUT NOT RECOMMENDED

The MOWW Constitution and Bylaws Committee considered the following proposed amendments but did not recommend them for consideration for a vote by the delegates to the MOWW Convention to be held in San Antonio, TX, in August 2026. Although not recommended, IAW MOWW Constitution and Bylaws Article VIII, the proposed amendments may again be proposed from the floor during the annual convention so long as they are not duplicative of another amendment already proposed for consideration, per Roberts Rules of Order (12th Edition), 10:26:3, "No main motion is in order that presents substantially the same question as a motion that was finally disposed of earlier in the same session by being rejected, postponed, indefinitely, or subjected to an objection to the consideration that was sustained."

7. Proposed Amendment to MOWW Bylaws, Article 6 (Committees and Councils), Section 1.

Current Language: ARTICLE 6 Committees and Councils

SECTION 1. Standing National Committees. Except for the Executive Committee of the General Staff (EXCOM), the following committees shall serve as Standing Committees of the General Staff and of the National Convention: [Section revised by National Convention approval in 2025.]

- A. Constitution & Bylaws
- B. Education & Training [Section revised by National Convention approval in 2016]
- C. Ethics
- D. Finance [ADDED, 2018 MOWW Convention]
- E. Information & Publicity [Sub-section revised by National Convention approval in 2012.]
- F. Public Safety and Law & Order [Sub-section revised by National Convention approval in 2021]
- G. Legislative and Resolutions
- H. Magazine [Sub-section revised by National Convention approval in 2012.]
- I. MOWW-Pershing Rifles Group [Sub-section revised by National Convention approval in 2016]
- J. National Convention
- K. National Security
- L. National Youth Civics Summit [Sub-section revised by National Convention approval in 2025.]
- M. Nominating
- N. Patriotic Education

- O. Scouting [Section revised by National Convention approval in 2019.]
- P. Strategic Growth [Added by National Convention approval in 2021]
- Q. Strategic Planning
- R. Reserve Officer Training Corps/Junior Reserve Officer Training Corps (ROTC/JROTC)
- S. Veterans Affairs [Sub-section revised by National Convention approval in 2015]

Proposed Language: ARTICLE 6 Committees and Councils

SECTION 1. Standing National Committees. Except for the Executive Committee of the General Staff (EXCOM), the following committees shall serve as Standing Committees of the General Staff and of the National Convention: [Section revised by National Convention approval in 2025.]

- A. Constitution & Bylaws
- B. Education & Training [Section revised by National Convention approval in 2016]
- C. Ethics
- D. Finance [ADDED, 2018 MOWW Convention]
- E. Information & Publicity [Sub-section revised by National Convention approval in 2012.]
- F. Public Safety and Law & Order [Sub-section revised by National Convention approval in 2021]
- G. Legislative and Resolutions
- H. Magazine [Sub-section revised by National Convention approval in 2012.]
- I. MOWW-Pershing Rifles Group [Sub-section revised by National Convention approval in 2016]
- J. National Convention
- K. National Security
- L. National Youth Civics Summit [Sub-section revised by National Convention approval in 2025.]
- M. Nominating
- N. Strategic Growth [Added by National Convention approval in 2021]
- O. Strategic Planning
- P. Veterans Affairs [Sub-section revised by National Convention approval in 2015]

Q. Youth Development Committee

R. Youth Recognition Committee

Rationale: This amendment eliminates the *Patriotic Education Committee*, *Scouting Committee*, and *Reserve Officer Training Corps/Junior Reserve Officer Training Corps (ROTC/JROTC) Committee*, and establishes the *Youth Development Committee* and the *Youth Recognition Committee* as part of a proposed *MOWW Youth Character Development Program* to be implemented in OY 2026: this proposed realignment of the Order's youth programs is recommended by the *Youth Leadership, Civics, and Patriotic Education Ad Hoc Committee*. With this amendment, the current *Patriotic Education Committee* will be realigned as a National Coordinator element under the *Youth Development Committee*, and the *Scouting and Reserve Officer Training Corps/Junior Reserve Officer Training Corps (ROTC/JROTC) Committees* will be realigned as National Coordinator elements under the *Youth Recognition Committee*.

A. **General Summary.** The charter of the *MOWW Youth Leadership, Civics, and Patriotic Education Ad Hoc Committee* was to determine the best avenues to broaden and realign our current MOWW youth and patriotic education programs: specifically, developing one impactful Youth Character Development and Recognition Program, with proper strategic planning and growth, as well as other managerial strategies, to ensure the MOWW possesses a premier *Youth Character Development (YCD) Program* nationwide. The goal of establishing a *Youth Character Development Program* parallels similar programs established by other *Veteran Service Organizations*. Consistent with *Strategic Goal One (SG 1): Consistently develop and deliver attractive and high-impact community outreach programs and activities*, the committee is recommending the streamlining of the Order's "internal" and "external" youth programs as described below.

B. **Ad Hoc Committee Recommendations.**

1. Program Name: Realign the Order's current *Patriotic Education, Scouting, and ROTC/JROTC Programs* under one umbrella *MOWW Youth Character Development (YCD) Program*. The committee established that the two major aspects of MOWW's youth outreach programs are the execution of our educational training efforts and our youth award support programs. Guidance for the administration and execution of the proposed *MOWW Youth Character Development Program* would be provided through updates to the current *MOWW Policy Manual*.
2. Internal and External Committees. These two committees form the foundation of the proposed *MOWW Youth Character Development Program* and facilitate the capability/capacity to grow and support current/additional youth programs and activities. Youth outreach elements that the Order currently supports, and the committee recommends supporting in the near future, are indicated below.

a. Youth Development Committee.

- 1) *Youth Leadership Conferences (YLC)* and *Youth Leadership Seminars (YLS)*.
- 2) *Massing of Colors (MOC)* Ceremonies.
- 3) *Phoenicians Essay Contest*.
- 4) The committee is also recommending that the following additions to the YLC/YLS Curricula need to occur: Civics, character development, classical teaching topics (Virtues,

morals, ethics), and associated topics such as Vision, Mission, and SMART Goal creation, leadership theory, principles, and characteristics, lesson plans, and civics resources.

5) Additional elements as required.

b. Youth Recognition Committee.

- 1) ROTC/JROTC.
- 2) Scouting.
- 3) USN Sea Cadets Corps (USNSCC).
- 4) Civil Air Patrol (CAP).
- 5) Young Marines.
- 6) Law and Order Explorer Programs.
- 7) Additional elements as required.

3. **Synopsis:** Realigning the new *MOWW Youth Character Development (YCD) Program*, comprised of a Youth Development Committee (YDC) and a Youth Recognition Committee (YRC), significantly enhances our youth educational efforts, thereby influencing new, younger membership recruitment and chapter participation in our youth programs nationwide.

Submitted By: CWO4 David A. McCuiston, USN (Ret), Chairman, YLCPE Ad Hoc Committee

Recommendation: The Constitution and Bylaws Committee does not recommend approval of this amendment due to uncertainty as to whether the underlying program changes have been approved by the Commander-in-Chief (CINC) and the Executive Committee (EXCOM). The Committee commends the *Ad Hoc* Committee for its work in developing and submitting this proposal. It is anticipated that, by the time of the Convention, a final plan will have been established. At that time, the proposal, either in its current form or as revised—may be presented for consideration, allowing action on the matter this year rather than deferring it to a later date.

EDUCATION AND TRAINING COMMITTEE | ANNUAL REPORTS

Committee Members:

- HPM Dan Maher
- Maj Robert Williams
- HPM Valerie Worley
- LTC John Hamilton
- COL W. Andy Leneweaver
- LTC Victor Burnette, Vice Chair
- Capt Deborah Kash, Chair

The Education & Training Committee's role is to develop and implement programs and activities which will provide Companions with the opportunity to achieve the level of knowledge and skill linked to best serving the Order and the public. This directly supports achieving MOWW Strategic Goal Four (SG-4).

The committee focused on creating content for the new Companion to develop their knowledge of MOWW and the available resources on the MOWW website. These videos should be used by the chapters when conducting orientation with their new Companions about the Order.

The committee focused on developing short 3-5 minute videos with a single topic focus. At the time of this report, several video projects are in various stages of development (see table) and several more topics have been identified for future videos. The committee welcomes your ideas for future videos and other materials.

Project	Goal	Project Lead	Status
Welcome to MOWW	Brief introduction to MOWW: history, who we are, and what we do	Valerie Worley	In committee's final editing and recording
Website Access	Step by step instructions on how to register for the website and then to gain access to the Companion Only section. Include a feedback form link.	Deborah Kash	Instructional slides created, script written, feedback form and link created
Companion Only Section Content	An overview of resources available on the website and how to find them	Bob Williams	Outline brainstormed
MOWW Emblem	Understand the history and meaning of the MOWW Emblem	John Hamilton	Script written
Organizational Structure	Explaining MOWW organizational structure from CINC to Chapter	Dan Maher	Objective brainstormed
National Convention	What is the MOWW National Convention, who should attend, what is the benefit of attending	Victor Burnette	Draft outline/script with scenes

FOR THE GOOD OF THE ORDER

Deborah Kash, Capt, USAF, Ret
Chair, Education and Training Committee, MOWW

ETHICS COMMITTEE | ANNUAL REPORT

1. Committee Members:

CHAIR: COL Robert F. Schlegel, Jr., USA (Ret) LTC Dennis V. Christo, USA (Ret)

VICE Chair: PCINC LTC Ruth L. Hamilton, USA (Ret)

MEMBER: HPM Daniel N. Maher

2. General Overview:

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

3. Ethics Committee Actions

During Operating Year (OY) 2025, the Ethics Committee reviewed the updated MOWW Ethics Policy. The Committee was not asked to review any ethical matters or make any related recommendations during the year.

FOR THE GOOD OF THE ORDER

COL Robert F. Schlegel, Jr., USA (Ret)

Chair, Ethics Committee, MOWW

FINANCE COMMITTEE | ANNUAL REPORT

1. Committee Members:

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

2. General Overview:

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

3. Projects and Assigned Tasks:

- Annual Budget Process. The FC led the development and approval process for the Fiscal Year (FY) 2025 MOWW Budget. The FY 2025 budget contained a modest increase in top line expenses. The FY25 budget included increases in travel expenses, marketing, Phoenician Essay Contest Cash Awards, and a cost-of-living increase of 1.5% for three salaried HQs employees. Additionally, the FY 2025 budget now includes the budgeted revenues and expenses for the national convention.
- FY 2025 P&M Dividend Distributions. The FC reviewed the performance of the MOWW PM Funds as of 31 Dec 2025 and made a specific recommendation to the Executive Committee on the calculated P&M dividend distribution.
 - PM Fund distributions were sent via electronic means direct to chapter bank accounts utilizing MOWW payment system Bill.com. Only one MOWW Chapters was ineligible to receive a PM Dividend.
- IRS 990 Filing Requirement. The FC updated the MOWW IRS filing procedures and instituted revised chapter reporting procedures. All chapters filed the required IRS 990 during FY 2025.
- Financial Review. The Finance Committee completed the CINC directed review of the Orders Finances. The written report is available on the MOWW website, Companion resource library under the reports tab.

FOR THE GOOD OF THE ORDER

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

CW4 Gary L. Smith USA (Ret)
Co-Chair, Finance Committee

INFORMATION & PUBLICITY COMMITTEE | ANNUAL REPORT

1. Committee Members:

Chair, Maj Robert Williams;	rbrtwill1@verizon.net
Vice Chair, CDR Ron Kirkland	rgseahorse@aol.com
Chuck Bennett	LPDChief@aol.com
Martin Madera	martymadera@mac.com
COL Kenneth McCreedy	kmccreedy1954@gmail.com
Robert Soderstrom	mowwatlanta@yahoo.com
Jenna Tomas	jtomas@moww.org
Patricia Williams	moww0419@aol.com.com
Cos COL Michael Farrel	chiefofstaff@moww.org

2. General Overview:

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

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

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

- Have national committees engaged with regions and chapters providing guidance, information, and assistance in the development and execution of outreach programs? (SG-1)
 - The Information and Publicity Committee (IPC) has developed and published a set of “messages” for use by Chapter Commanders and Companions at all levels when talking about the Youth Leadership Conferences/Youth Leadership Seminars.

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

- Has the Information and Publicity Committee assisted Headquarters MOWW in the development of a National Communication and Marketing Strategy? (SG-3)
 - The IPC developed the MOWW National Communication and Marketing Strategy which was published and is available on the MOWW website under Resources/Tips& Guides.
- Has the Information & Publicity Committee (IPC) assisted chapters and regions with their communication, publicity and community outreach activities? (SG-3)
 - The IPC developed and published a set of “messages” available for Companions at all levels when talking about the YLC/YLS, or when creating marketing products for local use.
- Have National Committees engaged chapters and regions in promoting ways to engage with their communities and increase visibility of local programs? (SG-3)

- The Chapter Newsletter Program encourages Chapters to publish and distribute newsletters as a means to increase visibility of local programs

3. Chapter Newsletter and Information and Publicity Program

Chapter Newsletters Received and Posted to SharePoint

	OY 23/24	OY 24/25	OY 25/26
No. Chapters Submitting NL	39	33	32
Chapters Publishing 9-12 NL	29	23	16
Chapters Publishing 5 to 8 NL	6	6	4
Chapters Publishing Less than 5 NL	4	5	12

No of Chapters by Region	OY 23/24	OY 24/25	Oy 25/26
Region I	1/7	1/7	1/7
Region II	2/5	2/5	2/5
Region III	3/5	3/5	2/5
Region IV	3/8	3/8	3/8
Region V	2/8	3/8	4/8
Region VI	5/7	4/7	4/7
Region VII	1/6	0/5	0/5
Region VIII	9/12	8/11	7/8
Region XIII	6/7	5/7	5/7
Region XIV	5/10	4/10	4/10

Chapter Information and Publicity Program and Chapter Newsletter Award Submissions

Chapter Newsletter Awards (MOWW Form 24 Chapter Newsletter Self-Scoring Work Sheet

Number of Chapters Submitting NL /Form 24			
	OY 23/24	OY 24/25	OY 25/26
Large Chapters	7	6	8
Medium Chapters	12	9	7
Small Chapters	8	4	6
Total	27*	19	21

Chapter Information and Publicity Program Award (MOWW Form 18)

Number of Chapters Submitting MOWW Form 18				
	OY 22/23	OY 23/24	OY 24/25	OY 25/26
Large Chapters	4	6	6	4
Medium Chapters	10	11	5	5
Small Chapters	4	8	7	5
Total	18	25	18	14

4. Observations:

- Over the last three OYs, there has been a significant drop in the number of chapters publishing newsletters (39 to 32). While the number of chapters is only one fewer than the last OY, the total number of newsletters being published/received for posting to SharePoint is down significantly. The drop can be accounted for by an increase in the number of chapters publishing fewer than 9 – 12 newsletters per year. Half of the chapters (16) reduced the number of newsletters being published monthly and are publishing their newsletters either bi-monthly, or quarterly. This drop can be attributed to chapters no longer having volunteer Companions with either the willingness or the technical expertise/experience to expend the considerable time it takes to design and publish the newsletters.
- Chapters continue to communicate with their Companions, they have chosen alternative means to do so, such as texting, e-mail and/or social media (Facebook and/or website) rather than a formal newsletter.
- Chapters often distribute newsletters only to members of their chapter and then only during the months when they hold meetings.
- Besides the impact on publicity for the Chapter and the Order, the reduction in published newsletters has a greater negative impact by not capturing the history of the Order and the activities of the individual Chapters and the accomplishments of their Companions. This historical information is beneficial beyond the Order itself when dealing with other VSOs when describing the total impact of the Order on the citizenship of this country.

This is the last annual report I will be providing as Chair of the National Information and Publicity Committee. I have made the decision to step away from the Committee and focus on my family due to health considerations. I have enjoyed my time on the IPC and I feel we have contributed to the National goals and improved the quality of the Chapter newsletters. I wish to thank my fellow Committee members for their cooperation and support and the National Headquarters staff for their support and assistance, especially the Chief of Staff, COL Michael Farrell.

FOR THE GOOD OF THE ORDER

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

LEGISLATIVE & RESOLUTIONS COMMITTEE | ANNUAL REPORT

The Legislative & Resolutions Committee received one request for a resolution during the year 2025-2026. The resolution concerns patriotic service as it pertains to our youth. It details the Military Order of World Wars commitment to patriotic service and all its members responsibility to inspire and pass along the patriotic service attributes and values to our youth through our conferences, seminars and publications.

The resolution has been approved by the committee. Generally, we try to limit the length of the resolution. However, after trying to shorten it and not lose some of the total meaning, powerfulness and overall importance of patriotic service, I decided to leave it as written. It is ready for review/approval by the Executive Committee at their next meeting. This committee should be notified of the action so submittal to the National Convention in San Antonio, Texas can be made.

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

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

For the good of the Order

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

Enclosures: (1) Proposed National Resolutions: Youth Patriotic Service

PROPOSED NATIONAL RESOLUTION

YOUTH PATRIOTIC SERVICE

WHEREAS, the United States' core value system is based on moral and religious values, and the men and women of our Armed Forces who fought and died during World Wars I, II, and all other subsequent wars, made tremendous sacrifices while strengthened by those same values; and

WHEREAS, service has been a part of the Nation's core values and social fabric since its founding. Together, military, national, public, and volunteer service shapes almost every aspect of American life and help meet the Nation's many critical needs; and

WHEREAS, the United States of America is a country built on the honor of serving one another, the community, and the Nation. Securing our Nation extends beyond military service: over time, and with each generation, this spirit of service has continued to grow, playing a central role in strengthening civil society and shaping the Nation's character; and

WHEREAS, the act of patriotism is a core American value, ensuring our country's future for generations to come; and

WHEREAS, selfless service in America is patriotic and grants each of us as citizens the opportunity to become stakeholders in our country, thus promoting citizenship as part of the fabric of our country and a critical ingredient towards a vibrant and healthy democracy; and

WHEREAS, upon the conclusion of World War One, G/A John "Blackjack" Pershing encouraged his soldiers to continue their selfless service to America after their active military service ended; and

WHEREAS, the Military Order of the World Wars (MOWW), founded in 1919 by soldiers who served under General Pershing, is a patriotic, non-partisan Veterans Service Organization (VSO) dedicated to promoting and encouraging good citizenship and patriotic education through youth character development programs, military and public service, and strong national security, emulating the Order's motto: "It is nobler to serve than to be served", thus promoting a life of honorable and selfless patriotic service; and

WHEREAS, MOWW upholds to "inculcate and stimulate love of our Country and the Flag" as well as "promote and further patriotic education in our Nation", as articulated in the Order's Constitution Preamble; and

WHEREAS, MOWW's flagship Patriotic Education Program focuses on civics education, citizenship, the importance of core values, patriotic service, recognition, and leadership education; and

WHEREAS, our 43rd President of the United States, George W. Bush, stated in an October 1, 2001 letter to MOWW: "... The Military Order of the World Wars helps strengthen our Nation by teaching our young men and women that patriotism is a virtue ...".

NOW, THEREFORE, be it resolved that the Military Order of the World Wars believes today's youth has a patriotic obligation to serve their country, either through military, national, public, or volunteer service, and that this service by our Nation's young adults is critical towards the future of our country. Our nation's citizens are stakeholders in ensuring our country's freedom and prosperity for generations to come; consequently, this level of patriotic service directly strengthens our Nation while promoting enhanced patriotism and increased respect for the American flag that our Nation's veterans have so selflessly defended these last 250 years.

MAGAZINE COMMITTEE | ANNUAL REPORT

The MOWW Magazine Committee convened on 30 January 2026 for its annual meeting to identify *Officer Review*™ magazine articles from 2025 for VADM Dyer Writing Awards. The meeting was conducted using Zoom.

Committee members in attendance were:

COL Vicente C. Ogilvie, USA (Ret), Chair
LTC Edmund F. Feige, USA (Ret), Vice Chair
PCINC LTC Ruth L. Hamilton, USA (Ret), Recorder
PCINC LTC John H. Hollywood, USA (Ret)
IPCINC Victor S. Perez, USA (Ret)
CS Col Michael Farrell, USMC (Ret), Editor-in-Chief, *Officer Review*™ (Ex Officio).

Prior to the meeting, all Committee members received MOWW Form 30 that is the governing document for Magazine Committee Guidance & Voting Procedures. Each member submitted their top five articles from *Officer Review*™ magazine issues January to December 2025. A list of the most frequently selected articles was compiled and emailed to all members before the meeting.

COL Ogilvie as Committee Chair welcomed everyone and asked the Chief of Staff/Editor-in-Chief of the *Officer Review*™, Col Farrell, to provide an update on the magazine, article submissions, etc.

In his presentation, Col Farrell pointed out that the January 2026 issue of the magazine under its new name, *MOWW Review*, was being prepared for publication. He was in the process of seeking approval for exclusive use of the magazine's name. Any feedback from Companions on the current presentation of the magazine is appreciated. Col Farrell is looking at options for presenting the material and if there is something new and different Companions want, he will consider it. He stated that he consistently receives articles from the same submitters; we need more submissions particularly in the Chapters in Action section. Companions are welcome to submit personal experiences during their military careers and share their Chapter's efforts in accomplishing MOWW goals. Some of the larger submissions may be used as articles due to the lack of article volume. Often Chapter newsletter submissions can be forwarded for possible publication in the *MOWW Review*. The articles and photos really help to promote the Order. COL Ogilvie asked if the same font was being used in the new magazine format. Col Farrell said he decided to go with something different.

LTC Hollywood asked if we vet the ads for the magazine. Col Farrell said that he found some good photos of Companions who were willing to have their images featured in Wellcare ads. The Order gets \$2500 annually for advertising Wellcare. We received input from another group (Sokalove Law) that would pay the Order \$1000 per ad. This group is seeking to help veterans who have struggled with asbestos issues. The plan is to try them out and see what happens. BG Perez asked if MOWW gets any remuneration if Companions contact this agency. Col Farrell said we entered a 1-year agreement with Sokalove Law; no one signed up and, therefore, we did not get anything in return. The Order renewed the agreement with Wellcare and will pursue the same with Sokalove Law. Some Companions expressed concern about the ads in the magazine as we previously did not have any. Col Farrell stated that he is proud of the magazine; it is a good tool to share with others for recruitment. He closed by praising all those who work to put the magazine together as well as the authors and Chapters that contributed input.

A discussion ensued regarding the most frequently selected articles of 2025. Committee members then proceeded rank-ordering the complete list of most frequently selected articles to determine a First Place Prize, a Second Place Prize and three Honorable Mention Prizes in accordance with the VADM Dyer Writing Award criteria. MOWW Staff contributors' articles were commended.

The prize winners will be announced at the 2026 MOWW National Convention Awards Luncheon. The prize amounts for winning articles are as follows:

VADM Dyer Writing Award Prizes:

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

The Committee encourages all Companions to write and submit articles on their (or others) personal military career experiences articles for potential publication in the *MOWW Review* magazine. And Chapters should submit photos of Chapter events with a brief narrative for Chapters in Action.

Companions' article submissions help to make our *MOWW Review* magazine interesting and relevant.

FOR THE GOOD OF THE ORDER,

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

MOWW-PERSHING RIFLES GROUP | ANNUAL REPORT

1. Committee Members:

Paul Farinella, LTC, USA (Ret)
Carl Witte, LTC (ret)

2. General Overview:

Our committee gets answers to questions and concerns between the PR Group CEO and his staff and MOWW National leaders; the CINC on down. We also assist as requested the MOWW CINC and or P/R Group CEO on National Convention questions or concerns each may have if they wish to attend.

Moreover, we encourage and educate P/R Company brothers in ROTC about MOWW, its preamble, its outreach programs; and its onetime fee of \$200 for new commissioned 2Lt, within one year of graduation to join.

3. Projects or Assigned Tasks:

As the CINC could not make the March 2026 P/R National convention in KY; with his approval we got COL Vincente Ogilvie, USA (Ret) a P/R and MOWW NoVA Chapter Commander to represent him at the P/R National Convention in March 2026.

4. Assessment of Progress toward achieving Strategic Goals.

Many Commissioned Officers, NCO and enlisted veterans who are Pershing Riflemen from College have joined MOWW chapters as companions. We encourage our alumni Pershing Rifles brothers from all Pershing Rifles units, who are MOWW Companions, to continue to educate their P/R brothers who are still college undergraduates about the missions of MOWW and the benefits to join as a companion.

5. Recommendation:

P/R brothers who are commissioned as a 2LT from a college ROTC program, should be given a special certificate or token of appreciation if they join MOWW within the first year as a sign of the strong bond existing between Pershing Rifleman and MOWW, who were both formed with the blessing of General of the Armies John J Pershing.

FOR THE GOOD OF THE ORDER

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

NATIONAL SECURITY COMMITTEE | ANNUAL REPORT

- 1) Augusta, Georgia Chapter had Two National Security programs with over 100 attendees. Chapter Companions presented eight Homeland Security presentations . The Chapter provided a National Security Speaker for four non- MOWW events . Maryetta Beck is the Chapter National Security Coordinator. The Chapter sponsored four events to honor National Holidays.
- 2) Chicago, Illinois Chapter had Four National Security Programs . The Chapter provided a National Security Speaker for two non - MOWW events. LTC John DeRue is the Chapter National Security Coordinator.
- 3) Colorado Springs, Colorado Chapter had three National Security programs with over 60 attendees. The Chapter sponsored seven events to honor National Holidays. One Companion authored a National Security article published in the Chapter newsletter. The Chapter provided two speakers for non - MOWW events. Kermit D. Neal is the Chapter National Security Coordinator.
- 4) Dallas Texas Chapter had 94 National Security Programs with over 1500 Attendees. These programs included a Quarterly National Defense Security Briefing with Three Star Retired Generals and Admirals and Former CIA Section Chiefs as the Speakers; presentations to Rotary Clubs, Church and Synagogue organizations, Z military veterans' groups and Civil Air Patrol Squadrons. The National Security Committee also presented briefings at Several Monthly MOWW meetings utilizing the Mitchell Institute of Air Power as a resource. The Committee had eight published articles in the Monthly MOWW newsletter. The Chapter had Six National Security events to honor National Holidays. The Chapter is supporting 17 Community Service Organizations that are involved in National Security. Robert Epstein (E 4) is the National Security Committee Coordinator.
- 5) Greater El Paso Texas chapter has one chapter program on National Security. Paula Mitchell is the Chapter National Security Committee Coordinator.
- 6) Fort Hood Texas has two National speakers that can present outside the Chapter. Theodore Barrett Hindes is the National Security Coordinator. 7) Fort Knox Kentucky had three National Security programs at the Chapter with 221 attendees. The Chapter sponsored one event to honor a National Holiday. Captain Stephen S. Spencer (ret.) is the National Security Coordinator.
- 7) Fort Knox Kentucky had three National Security programs at the Chapter with 221 attendees. The Chapter sponsored one event to honor a National Holiday. Captain Stephen S. Spencer (ret.) is the National Security Coordinator.
- 8) MG Miles, New Mexico Chapter has 10 Chapter meetings where a National Security presentation was made. Two non - MOWW organizations had National Security programs from this chapter. Gregg Giesler is the National Security Committee Coordinator.

- 9) Puerto Rico Chapter had 14 meetings where a National Security speaker presented. Total attendees were 350. There were 24 appearances by Chapter Members on Radio, TV or Podcasts regarding National Security issues. The Chapter sponsored 16 events to honor National Holidays. The Chapter provided speakers on National Security to non -MOWW organizations. Eight Companions authored National Security Articles published in the Chapter newsletter. Captain Ramon A. Martinez Medina is the National Security Coordinator.
- 10) Puget Sound Chapter in Washington had five National Security presentations to the Chapter for 505 Attendees. 12 Companions authored National Security Articles in the Chapter newsletter. The Chapter had ten non -MOWW organizations that received a National Security program. The chapter sponsored three events to honor National Holidays. Captain Ed Murphy is the Chapter National Security Coordinator.
- 11) The Col. Woolsey Chapter, California had two Chapter meetings with a National Security speaker with 67 attendees. The Chapter sponsored eight events to honor National Holidays. The Chapter provided a National Security speaker to three non-MOWW organizations. BGen Frederick R. Lopez is the National Security chapter coordinator.

FOR THE GOOD OF THE ORDER

PFC Robert G. Epstein, USAR (Fmr)
Chair, National Security Committee, MOWW

NATIONAL YOUTH CIVICS SUMMIT COMMITTEE | ANNUAL REPORT

1. Committee Members:

A. 2024-2025

1. CAPT Ed Gantt, USN (Ret.), Chair, Leigh Wade Chapter, DC
2. CDR Ralph Lewis, USCG (Ret.), Vice-Chair, Northwest Florida Chapter
3. PCINC Michael Okin, LTC (Ret.), MD, USA, Virginia Piedmont Chapter
4. Col Bill Townsley, USAF (Ret.), Hampton Roads Chapter, VA
5. CAPT Deb Dombeck, USCG (Ret.), Northwest Florida Chapter
6. CAPT C. Philip Nichols, JAGC, USN (Ret.), Meade Chapter, MD
7. Ms. Jenna Tomas, MOWW Outreach Programs Manager
8. Mr. Chuck Bennett, MOWW Historian General, Virginia Piedmont Chapter
9. LTC Steve Hodges, USA (Ret.), Clearwater Chapter, FL
10. Mrs. Noreen Hodges, Clearwater Chapter, FL
11. LCDR John Coyne, USN, (Ret.), Clearwater Chapter, FL
12. ILT Tom Hart, USA (Fmr), Sun City Chapter, FL
13. Ms. Peggy Hart, Sun City Chapter, FL
14. Ms. Julee Blanchard, Grevemberg Chapter, LA

B. 2025-2026

1. CAPT Ed Gantt, USN (Ret.), Chair, Leigh Wade Chapter, DC
2. Col Bill Townsley, USAF (Ret.), Vice-Chair, Hampton Roads Chapter, VA
3. PCINC Michael Okin, LTC (Ret.) MD, USA, Virginia Piedmont Chapter
4. CAPT C. Philip Nichols, JAGC, USN (Ret.), Meade Chapter, MD
5. Ms. Jenna Tomas, MOWW Outreach Programs Manager
6. Mr. Chuck Bennett, MOWW Historian General, Virginia Piedmont Chapter
7. LTC Steve Hodges, USA (Ret.), Clearwater Chapter, FL
8. Mrs. Noreen Hodges, Clearwater Chapter, FL
9. Ms. Julee Blanchard, Grevemberg Chapter, LA
10. LCDR John Coyne, USN (Ret.), Clearwater Chapter, FL
11. Capt Edward Murphy, USAF (Fmr), Puget Sound Chapter, WA
12. Ms. Thea Gaillard, Leigh Wade Chapter Patriot, DC

2. General Overview:

- A. The concept for an MOWW National Youth Civics Summit was initially presented in 2022 to then-CINC LTC Michael Okin as a program that could augment the very successful MOWW Patriotic Education Program's Youth Leadership Conferences. Planned as an incentive for more of our Regions to conduct YLCs and also as an incentive for the students to excel at those YLCs, the National Youth Civics Summit (NYCS) selects from among the top performing students at YLCs across the nation. The NYCS Ad Hoc Committee was formed by then-CINC Victor Perez in August 2023 to plan and execute the MOWW inaugural summit to be held in July 2024. That inaugural summit brought sixteen high school students to Washington, DC for one week of civic education, i.e., government and history, with an underlying theme of increasing an awareness of the responsibilities of citizenship. Our second summit was conducted in July 2025 with eighteen high school students attending. The students arrive on Sunday and depart on the following Saturday,

and live on the campus of The American University, Washington, DC with their travel, lodging and meals all covered by MOWW.

- B. The NYCS included interactions with members of Congress, a Presidential Cabinet member and the Marshal of the U.S. Supreme Court. During those visits, the students engaged in dialogue with leaders in Washington and learned of their perspectives as to how our government functions. In 2025, those leaders and key figures in Washington included:
1. Congressman Keith Self, Texas' 3rd Congressional District
 2. Congressman Jeff Crank, Colorado's 5th Congressional District
 3. Principal Deputy, Assistant Secretary of Transportation for Research and Technology, Hon. Dr. Michael Halem
 4. Marshal of the U.S. Supreme Court, COL Gail Curley, USA (Ret.)
 5. Michael Rodriguez, President and CEO, Global War on Terrorism Memorial Foundation
 6. Mr. Ron Phillips, former House Armed Services Committee Senior Staff Member and current Washington Lobbyist
 7. Mr. Walker Shippy, Staff Assistant to Senator Ted Cruz
 8. LTC (Ret.) George Cushman, USA, 30-year Pentagon Civilian
- C. The student selection process was completed initially at the MOWW Region level in coordination with the YLC Directors, following the students' attendance at a YLC. All MOWW Regions were authorized to submit applications, but those Regions that conducted more YLCs in a year were allowed to submit more student applications for consideration. The applications forwarded by the MOWW Region were further screened and ranked by the NYCS Committee for final selection until twenty students had been identified as finalists. Two of those students who had been selected withdrew in July, citing family reasons. Eight of our ten MOWW Regions were represented by the students who attended the NYCS in July 2025. One Region did not submit any applicants and the other Region's sole submission withdrew within days of commencing travel to Washington.
3. Projects or Assigned Tasks: The National Youth Civics Summit was established as an MOWW Standing Committee in August 2025, charged with planning and executing the July 2026 NYCS for twenty students. Projected cost for the summit was \$50,000 which is consistent with past summits. Execution Funding for the NYCS 2026 is expected to come from donations, internal and external to MOWW, with the MOWW Foundation providing a non-profit entity for the financial receipts and obligations of the NYCS. A formal report to the MOWW Executive Committee will be delivered not later than the August 2026 Annual Convention.
4. Assessment of progress toward achieving Strategic Goals: (as applicable)

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

Have national committees engaged with regions and chapters providing guidance, information, and assistance in the development and execution of outreach programs? (SG-1) The NYCS Committee Chair briefed the MOWW Council of Area Commanders twice and numerous Region Conferences as well as Chapter meetings. There has been frequent email and printed informational material provided to the Chapters from the NYCS Committee Chair and from the MOWW Outreach Programs Manager, Ms. Jenna Tomas. After completing the NYCS in 2025, Committee member and MOWW

National Historian General, Chuck Bennett, developed a video presentation of the NYCS which was presented at the Annual Convention. Over the months following the convention, he personally distributed an electronic media version of that presentation to every Chapter and Companion upon request.

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

Have National Committees engaged chapters and regions in promoting ways to engage with their communities and increase visibility of local programs? (SG-3) In addition to the frequent communication and material provided to the Regions and Chapters, the NYCS Committee is also regularly in communication with other Veterans Service Organizations and groups involved in civic education, such as the Jack Miller Center for Civic Education. There are frequent, in-person visits with the military's Congressional Liaison Offices on Capitol Hill to promote further knowledge of MOWW and the NYCS. During the NYCS, each student was presented with an MOWW polo shirt that has "Military Order of the World War" embroidered on the left chest which will be worn proudly back in their local communities.

5. Recommendations. I strongly recommend continuing the MOWW National Youth Civics Summit through 2026 and 2027. The MOWW National Youth Civics Summit has conducted two, one-week summits in Washington, DC and is currently planning a third summit in July 2026. The cost of each summit is very close to \$50,000, which covers the transportation to and from Washington, lodging for six nights, all meals and entry fees for special activities. While the cost may be considered exorbitant when compared to other MOWW youth activities, our Nation's Capital offers a unique learning experience and should not be under-appreciated when developing the next generation of America's leaders. Although somewhat intangible, there is an additional benefit to our Order from having our summit's students visibly engaged in the Washington arena. Thus, I believe that much of the cost of the NYCS is offset by the positive advertising and name recognition as our summit's students move about the Nation's Capital.

FOR THE GOOD OF THE ORDER

Chair, CAPT Ed Gantt, USN (Ret.)

National Youth Civics Summit Committee, MOWW

NOMINATING COMMITTEE | ANNUAL REPORT

1. Committee Members:
LTC Michael A. Okin, M.D., USA (Ret) - Chair
BG Victor S. Pérez, USA, (Ret) - Vice Chair
1. General Overview: From the MOWW Policy Manual. The Nominating Committee shall consist of a Chair, who shall be the second immediate living Past Commander in Chief; all other Past Commanders in Chief; all region commanders currently installed; and one representative from each chapter, who shall be a member of that chapter. The immediate living Past Commander in Chief will always fill the position of Vice Chair. In the absence of the region commander, a region may provide written authorization for its senior vice commander; general staff officer; or another accredited convention delegate of that region to represent it. In the absence of a selected representative from a chapter at the national convention, the accredited convention delegates present in that chapter at the national convention may select one of their number as the chapter representative. Department commanders may have one vote as an alternate member and represent any one chapter in their department that may have no delegates present at the annual MOWW Convention. The Chair and the Vice Chair, being direct representatives of the Commander in Chief, shall have no vote in the committee, nor shall they act in the committee meeting in a manner supporting or opposing the candidacy of any Companion. See also Appendix E (Revised), MOWW Candidate Nominating Process; MOWW Form 22, Convention Delegate Appointment; and MOWW Form 23, Chapter Nominating Committee Member/Alternate.
2. Projects and Assigned Tasks: The Nominating Committee arranged and scheduled the following activities for Companions and candidates seeking national office during the 2026 MOWW National Convention held in San Antonio, Texas, if needed. All nominating and election activities are done IAW MOWW Policy Manual Appendix E (Revised), MOWW Candidate Nominating Process.
 - Candidate Orientation: The nominating rules and procedures are discussed and there is an opportunity to ask questions of the Nominating Committee. Only those declared candidates who are competing for the same office are notified of the orientation meeting. A room is assigned and is announced at the appropriate time. Details for room and time are available at the registration desk.
 - Candidate Forum: Declared candidates seeking national office for a contested position will attend this forum and may make a presentation and answer questions posed by convention delegates. If a candidate forum is held, any candidate wishing to speak at this forum may do so. Specific time and limitations for speeches and questions are enforced. The room and designated time will be reflected in the convention agenda and at the registration desk. The Candidate Forum is not held unless there are contested races.
 - Nominating Committee Meeting: The Nominating Committee is to meet only if there are one or more contested races. In the event of a contest between candidates for a particular position, a meeting of the Nominating Committee will be held, and the competing candidates will present themselves to the committee for a presentation and questions. Credentialed Nominating Committee members will then select from the competing candidates on the ballots provided in

their credentialed packets the one candidate which will appear with the other, uncontested candidates on the slate of nominees approved by the committee and reported to the convention delegates.

- Presentation of nominees to convention delegates: The Chair, Nominating Committee will present the nominees selected by the Nominating Committee to the convention delegates at a time specified by the Commander in Chief. The Chair, Nominating Committee calls for nominations from the floor and conducts the election.
 - The Nominating Committee rewrote the nomination and selection process for a slate of national officers as detailed in Appendix E (Revised) which was approved by the EXCOM and incorporated into the MOWW Policy Manual during OY 2025 for use during the 2026 MOWW National Convention.
3. Assessment of progress toward achieving Strategic Goals: Not applicable. There are no metrics from Annex B appropriate for this committee.
 4. Conclusions: The Nominating Committee completed its self-assigned task of streamlining the candidate nomination and selection process, thus simplifying this complex process and, thereby, releasing time for other convention activities.
 5. Recommendations:
 - The Nominating Committee recommends to the EXCOM that senior leadership consider alternatives to the current election process in an effort to encourage Companions to run for a national office and to infuse competitiveness into the process.
 - Candidates for national office are identified to the Nominating Committee by 1 June of each OY.

FOR THE GOOD OF THE ORDER

MICHAEL A. OKIN, M.D., Lieutenant Colonel, USA (Ret)
Chair, Nominating Committee
Past Commander in Chief
Military Order of the World Wars

PATRIOTIC EDUCATION COMMITTEE | ANNUAL REPORT

1. Patriotic Education Committee (PEC) Members:

Chair: LtCol Dave Dunlap | MG Wheeler Chapter, AL; 256-651-1983; dunlapdl97@gmail.com

Vice Chair: COL Bill Townsley | Hampton Roads Chapter, VA; 757-478-7467;
townsley2369@gmail.com

Youth Leadership and Character Development, Civics and Patriotic Education Ad Hoc Committee

Chair: David McCuiston, davidmcc44@outlook.com, (423) 402-1643

CAPT Michael “Buz” Isban | West Valley, AZ; 623-512-0765; buzisban@cox.net

CDR Ralph Lewis | Hill Country Chapter, TX 830-377-0915, ralph71@gmail.com

COL Stephen A. Shambach, USAF (Ret), Colorado Springs Chapter, CO, 719-447-5505,
shambachsm@msn.com

LtCol Marlon Ruiz | Santa Cruz Chapter, AZ, 520-780-7107, marlon.ruiz@earthlink.net

Region Patriotic Education Coordinators:

LTC Michael Jarvis | Green Mountain Chapter, VT; mjarvi43@gmail.com; (802) 479-1271

COL Mike Peck | Chicago Chapter, IL; colpeck@yahoo.com; (847) 452-7619

LTC Susann Kirlin (Ret) | Philadelphia Chapter, PA; skirlin@aol.com; (610) 742-2547

Trent Laviano | Knoxville Chapter, TN; phoenix-24@live.com; (910) 818-4617

LTC Gary O. Engen, USA (Ret) | Augusta Chapter; augustamoww@comcast.net; (706) 733-7682

COL Ken McCreedy, General Meade Chapter; kmccreedy1954@gmail.com; (443) 354-3513

Tom Hart | Chapter, FL | Sun City Center, FL; tdhart123@gmail.com; (810) 923-8446

Col Carlos Quiñones | Puerto Rico Chapter, IL; pantera.quinones1@gmail.com, (787) 748-4456

LTC Shaun McGarry | Col Jim Elmer Chapter; papashaunmcgarry@gmail.com ,225-936-8254

BG Harold Bunch | North Texas Chapter; gbunch76@gmail.com, (804)-721-3818

CDR Ted Parsons | San Diego Chapter; MajGen Pendleton Chapter, 760-420-8777

Ex Officio Members: YLC Directors, YLS Directors, and MOC Coordinators unless named above

2. General Overview for the Patriotic Education Committee:

- The PEC is responsible for promoting, guiding, administering, and assessing the Order’s Patriotic Education (PE) Outreach program and assisting chapters toward achieving attractive and impactful PE outreach programs serving youth, community and the nation.
- These programs are to instill responsible and more capable citizenship, stimulate love of our country and flag, and help equip our nation’s youth with leadership skills and appreciate the value of character. To achieve this, chapters commit, develop, implement, host and/or support PEP events and activities.
- Projects and tasks and success metrics align to the MOWW Strategic Plan and Goals (2023 – 2028).

3. Projects and Assigned Tasks:

Strategic Goal 1 (SG-1). Consistently develop and deliver attractive, and high-impact community outreach programs and activities.

- Encourage, facilitate, and track chapters hosting and supporting existing or new PE outreach programs (i.e., Youth Leadership Conferences (YLC) and Seminars (YLS), and Massing of Colors (MOC) events), and other PE events/activities.
- Stimulate strong and sustainable growth in the quality and quantity of PE outreach programs and activities.
- Encourage Regions and Chapters to share and leverage their PE-related events/activities within a Region or nearby Region.
- Adapt MOWW programs and activities to attract veterans who will contribute effort toward improving the well-being of our Youth, Communities, and Nation and strengthen sustainability for MOWW Patriotic Education outreach events for youth.
- Collect and assess data from event reports for event quality relative to event type (e.g., adherence to curriculum mix for a YLC) and for noting and sharing information that may help chapters improve their respective PE events/activities.
- Interact with the Outreach Program Manager (OPM) to streamline material organization and collection of needed data, photos and video clips.
- Compile and maintain schedules for YLCs, YLSs and MOCs for accuracy, currency and MOWW-wide and public awareness. The schedules are posted on the PEP page of moww.org.

4. Assessment of progress toward achieving Strategic Goals.

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

The table below shows the number of student attendance of YLC/YLS events for PY 2019-2025 and the number of MOCs for PY 2023 - 2025. This year we have 17 YLCs for 852 students and 17 YLS events for 508 students.

PY	# YLCs	# Students	# YLSs	# Students	# MOCs
2025	17	852	16	508	21
2024	16	853	16	570	21
2023	16	862	15	334	20
2022	14	577	10	171	Not Tracked
2021 *	7	320	4	34 & 346 virtual	"
2020 *	3	90	6	129 + 170 virtual	"
2019	17	1026	10	602	"
* Years greatly affected by COVID					

New Youth Leadership Events or recently re-started Youth Leadership Events

- Arizona Chapters, after their YLC Director passed away and a COVID-induced hiatus, re-staffed the AZYLC and in 2024 resumed being held. The YLC was successful but staff turnover delayed having another YLC until the end of this Program Year.
- The Fort Hood Chapter developed and held its first two YL Seminars (Cen-TX YLS) and the Houston Chapter set up its second annual YLS
- The Philadelphia Chapter, which hosts a YLC and 4 YLSs, hosted and held another YLS to assist the Teddy Roosevelt Chapter toward having its own YLS. in Region III.
- The Puget Sound Chapter hosts and conducts a large YLC and recently developed a new YLS and hold that one in November in Bremerton, WA

Forms simplified and online.

- Six of the 16 PE-related forms (10a PEP Award Application, 10c Request for MOWW Insurance, 10d Massing of Colors, 10e Class in any non-MOWW Forum, 11 YLC After Action Report and 11e YLS After Action Report are online forms. Each of these when submitted automatically alerts the applicable MOWW users of the form (PEC Chair and/or MOWW Outreach Program Manager and provides the submitter a copy. The copy is a reusable e-record of the submission, a copy and paste source for the form's next submission and, if of an event report (Form 11, 11e, 10d, 10e), a record the chapter can use to facilitate reconstituting the event.
- MOWW features a separate calendar for YLCs, YLSs and MOCs at the PEP page of moww.org. The calendars are the primary source for creating the drop-down lists for entering one of these 3 types of events in Form 10a. This year, the form allowed write-in inputs for "MOCs" and "Other Events". Next year events will be limited to those listed in drop-down box for the event type. Write-ins will continue for the Other PEP-related events.

The Annual Phoenician Essay Contest

- The contest is open to the top three students of the each of the YLCs held in the 12 months preceding the September launch of the contest. Of the eligible students, 24 of 48, the highest level of participation to date, competed in the 2025 contest. The contest ran smoothly and adhered to the current revision of the contest process. The contest winners, their essays and bios are featured in the July-August issue of "MOWW Review."

5. Conclusions.

- The MOWW PE footprint exceeds its pre-COVID level and continues to grow.
- The online forms, processes and providing information including photos, video clips to form recipients (i.e., PEC Chair and OPM)
- Inviting and getting other organizations to participate in MOWW events gives them exposure to MOWW and our mission. Participating in what other organizations do builds relationships and exposes us to considerations MOWW might consider. For example, other organizations have

contests (e.g., American Legion Patriotic Oratorical Contest) and programs that provide scholarship opportunities (e.g., Boys State and Girls State).

- Partnering with other like-minded organizations also increases visibility for MOWW and its missions. Partnering such that the other organizations retain their identity is likely to benefit them and MOWW.

6. **Recommendations.**

- PEC needs to continue fulfilling its designated responsibilities and communicate with Region and Chapter Commanders and their respective PE Coordinators at least quarterly.
- PEC needs to share PE information at chapter level deemed to benefit Chapter PE programs.
- OPM and PEC should pursue some form of academic recognition (scholarship opportunity) for students graduating from a YLC. This can be a national level program but initiated at State and Region level like Boys State and Girls State do.
- Partner with sister and other organizations and leverage resources.

FOR THE GOOD OF THE ORDER

David Dunlap, LtCol USAF Retired
Chair, Patriotic Education Committee, MOWW

PUBLIC SAFETY LAW & ORDER COMMITTEE | ANNUAL REPORT

1. Committee Members:

- Chair: Paula Mitchell
- Vice Chair: Nelson Gonzalez
- James Haney
- Chuck Bennett
- Ferris Garrett
- Gary Smith,
- William Stefanou
- Rich Herdegen
- Georgett Studnicka
- Segundo Martinez
- William Rapp

2. General Overview: The committee focuses on all public safety functions by supporting and participating in related programs and to enhance first responder capabilities within their communities in partnership with local authorities. Additionally, we encourage chapters to recognize public servants who excel in the PS/L&O arenas to include all first responders, criminal justice, attorneys, judges and other comparable officials.

3. Projects and Assigned Tasks: The primary activities include evaluating the annual chapter award submissions and the nominations of both Exceptional & Outstanding Law Enforcement Personnel. Attendance at scheduled virtual meetings was poor. Email communication seemed to work best this year due to different time zones and individual schedules. This year Form 31a was revised to improve & clarify scoring. Revision for Forms 31bc will be reviewed in OY2026.

4. Assessment of progress toward achieving Strategic Goals:

- **Strategic Goal One (SG1):** Consistently develop and deliver attractive, and high-impact community outreach programs and activities.
- The Committee made changes to Form 31a the chapter award forms. The Committee will re-evaluate the forms 31bc for individual awards in OY2026.
- **Strategic Goal Two (SG2):** Expand our impact through alliances and strategic partnerships with organizations that align with our mission.
- Information is shared on the Facebook page & national website related to PSL&O National Memorial & Recognition Days. It is anticipated that chapters participate in local activities related to those recognitions
- Chapters are encouraged to invite PSL&O agencies to participate in local Massing of the Colors and other Chapter activities. These are often cited in the Chapter award submissions.

- **Strategic Goal Three (SG3):** Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies, and local community engagement.
- Encourage chapters to submit Press Releases for local PSL&O activities.

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

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

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

1. Recruitment of additional members for the next year should enhance the committee's activities and communication, especially if one or more members from each Region will join and attend meetings.

5. **Conclusions.** The Committee will continue to provide Public Safety-Law & Order outreach program opportunities through social media. Expanding communication to the Region & Chapters will enhance the activities of the existing programs at the local level and encourage a higher participation rate.

6. **Recommendations.**

- Expand committee membership
- Obtain commitment from members to participate in committee meetings.
- Schedule more frequent meetings.
- Increase committee communication with Regions & chapters
- Maintain Facebook page and explore other social media, e.g. Instagram to promote activities.
- Identify National Public Safety, Law & Order organizations that HQ MOWW could establish national alliances with, as well as identifying opportunities for Chapters to seek local partnerships.

FOR THE GOOD OF THE ORDER

CPT (USA, Former) Paula Mitchell

Chair, "Public Safety, Law and Order Committee, MOWW

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

1. Committee Members:

- Chairman: CWO4 David McCuiston | Northeast Florida Chapter, FL; 423-402-1643; mowwrotccwo@outlook.com.
- Vice Chair - ROTC: COL Vince Ogilvie | Northern Virginia Chapter, VA: 703-314-5180; vrogilvie@gmail.com.
- CDR Alan Mandigo | Pacific Northwest Chapter WA; 253-241-9502; amandigo@juno.com.
- Member: CDR Ralph Lewis | Northwest Florida Chapter; 830-377-0915; ralph71@gmail.com.
- Member: LTC Steve Hodges | Clearwater Chapter FL; 727-709-2612; shodges41@gmail.com.
- Member: Col Jason Seal | Capt. Dillingham Memorial Chapter, HI; 808-277-7536; seal.jasonc@gmail.com
- Member: LTC Rich Moore | Greater El Paso Chapter, TX; 417-818-4497; rmoore@canutillo-isd.org.
- *Ex Officio* Members: Region Commanders

2. General Overview:

- a. Of the nine Outreach Programs (Policy Manual, Chapter 6.C.8.), the ROTC/JROTC Program, the ROTC/JROTC Recognition Program offers the Order and its Chapters the greatest impact in the 'Serving Youth and Community' emphasis. The annual goal for Form 39 Reporting by chapters is 100 percent of 75 chapters and Cadre.
- b. The MOWW ROTC/JROTC Committee provides managerial oversight for the Program. The Committee Chair and Vice Chairs keep the Region Commanders informed of changes and requirements for presenting the Award of Merit and reporting thereon, ensuring that accurate reports are submitted annually.
- c. Guidance for meeting the requirements of the ROTC/JROTC Outreach Program is provided in the following areas:
 - (1) Policy Manual, Chapter 6;
 - (2) MOWW ROTC/JROTC Trifold Brochure (updated 2024-25 OY);
 - (3) Policy Manual, Appendix J;
 - (4) MOWW Website Store – ROTC & JROTC Awards;
 - (5) MOWW Website – ROTC & JROTC locations nationwide;1)
 - (6) MOWW Forms 34 – ROTC/JROTC Committee Guide;
 - (7) MOWW Form 39 – ROTC/JROTC Program Award (E-Submission); and

3. Projects and Assigned Tasks:

Strategic Goal and Objectives for 2025-2026 Operating Year (OY)

- a. The ROTC Committee continued efforts to ensure that all MOWW Chapter supports all ROTC and JROTC programs within their geographical boundaries.

- b. Form 39: Working with Membership Director Justin Hiller, Form 39
- c. ROTC Tri-Fold: The Tri-Fold was updated and promulgated throughout the Order.
- d. Review Strategic Goals and update for the 2026-2027 OY.

(1) ROTC/JROTC Committee Vision and Mission Statements:

- Vision: Every ROTC and JROTC unit within the MOWW Region and Chapter AOR is supported and reported using FORM 39.
- Mission: Actively engage chapters to present ROTC and JROTC Awards of Merit and other MOWW awards in person to as many units as possible. Encourage chapter Companions to lead these presentations and document them with photographs suitable for publication.

(2) SG-1 – Influence, encourage, and assist in achieving 100% participation in the ROTC/JROTC Outreach Program.

(3) SG-3 – Encourage active award presentation in all ROTC/JROTC annual award ceremonies. Promote an active social media presence by all chapters.

(4) SG-4 – Advertise MOWW ROTC/JROTC Outreach Program Awards of Merit; update current listings of all Service ROTC/JROTC programs nationwide.

(5) SG-5 – Encourage chapters to fundraise as much as possible.

(6) SG-6 – Increase the number of chapter ROTC/JROTC awards and encourage active participation with ROTC/JROTC units in their local areas.

4. Assessment of progress toward achieving Strategic Goals:

- a. As of the date of this report, 45 chapters and 1 Cadre, 61 percent, submitted Form 39 for the 2025-2026 OY, which is 5 percent over the previous year. Although 5 new chapters submitted reports this year, 7 chapters who submitted reports last year did not submit a report this year. This was offset by the 5 chapters who did not submit a report last OY, submitted a Form 39 this OY.
- b. While this is an improvement, it fell far short of the 100 percent goal of chapter submission.
- c. Despite the diligent work of Justin Hiller, there were a couple glitches with the form this year. I will work with Justin to analyze and correct the concern. Additionally, Companions need to be more attentive to inputting their data into Form 39.
- d. Update Strategic Goals for the 2026-2027 operating years.
- e. Form 34 needs reviewed and updated.
- f. Chapter Committee Chair's need to review the Policy Manual and Form 39 to ensure two issues are resolved:
 - (1) Be more specific with miscellaneous support to ROTC/JROTC Units and ensure their uploaded documents clearly stipulate if and where they inserted the date into Form 39.
 - (2) Ensure cash support, including dollars spent on banquets and other events are input correctly. And, provide an uploaded document with the amount of cash provided and for how it was donated.

- g. Committee Chair and Members will review the Policy Manual and update accordingly to help Chapter leadership submit accurate and complete Form 39s.

5. Conclusions:

- a. Chapters that submitted Form 39 reports are commended for their continued support of all ROTC and JROTC programs.
- b. High Praise to those chapters who collaborated with ROTC/JROTC units with their projects and events.
- c. Chapters are commended for contacting the ROTC Committee by email and phone with help questions and comments about MOWW ROTC information in publications and Forms.
- d. As shown above, there is room for improvement within the Order to further impact the ROTC/JROTC Outreach Program. The Committee Chairs, Region Commanders, and Chapter Commanders need to increase encouragement to chapters to participate in the program actively.
- e. ROTC/JROTC Committee Chair will be more proactive throughout the year to assist Chapters with understanding reporting requirements.
- f. ROTC/JROTC Committee Chair will research the location of ROTC/JROTC Units near MOWW Chapters' influence support and Form 39 reporting to meet the Order's 100 percent goal.

6. Recommendations:

- a. Chapters can reach out to JROTC Units that only have one Instructor to offer any help that they require. There is a current shortage of JROTC Instructors for all services. Running a JROTC Program is hard enough for two Instructors, let alone one.
- b. Chapter Commanders that did not submit a Form 39 ROTC/JROTC Report are asked to provide the MOWW ROTC/JROTC Committee Chair with a reason for not participating in this Outreach Program, and what is needed for them to improve their participation in this major Outreach Program.
- c. Use the Order's ROTC/JROTC Outreach program as a recruiting tool to influence membership.
- d. Chapter ROTC/JROTC Committee Chair/Coordinators actively email or call the National Chair for assistance, clarifications, and suggestions for improving their ROTC

FOR THE GOOD OF THE ORDER

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

SCOUTING COMMITTEE | ANNUAL REPORT

1. Committee:

- Chair: COL Robert F Schlegel
- Vice Chair - Boy Scouts - CPT Carter Wood
- Vice Chair - Girl Scouts - LTC Pat Krause
- Secretary – Vacant

Other Members-at-Large:

MAJ Robert Williams	LTC Richard Green
CAPT Ted Vallas	LTC Donald Willhouse
Col Mike Reeves	RM Pat Richitt
LTC Dennis Christo	CAPT Jason Gilbert
CAPT Wall Jordan	HPM Lind Ebert
LtCol Henry Adams	LTC Richard Green

2. General:

Scouting America: As announced at the May 2024 BSA National Annual Meeting (NAM), in Orlando, the organization has changed its brand – it is to be known as “**Scouting America**” (SA) and that change was effective February 8, 2025. This is a rebranding and the Congressionally chartered legal name of the corporation “the Boy Scouts of America:” is not changing. This is of interest to MOWW as part of our consideration of changing our Congressionally chartered name would also require it to be brought before the US Congress.

BSA Bankruptcy:

Claims against BSA, Local Councils, Chartered Organizations are channeled to the Victims ‘Trust Fund; those parties are released from liability. We understand that this includes any future claims and covers all claims about abuse since 1976. This should be a big factor in MOWW chapters sponsoring scout units. There are now more paths to unit chartering than in past years-- including the chartering unit without a building having the unit be supported with a Facilities Use Agreement from another organization such as Elks, VFW, etc.

Projects and Assigned Tasks:

Meetings- One of the suggestions was that the national committees meet regularly and record minutes – this has been done with some limited success by using Zoom and one member serving as secretary,-- recording the minutes.

Communications- The committee has periodically published a Scoutingram which has been distributed to commanders for distribution to Scouting outreach coordinators and others interested.

Patch- The MOWW patch recognizing Eagle, Summit, Quartermaster and Gold Award Scouts has been very favorably received by many chapters and the COL Roosevelt chapter of NY is supplying those chapters interested in using it at a cost of less than \$2.00 per. The Scouts love it!!!!

We have considered having the patch in the MOWW store but for now it is well taken care of by the COL Roosevelt Chapter.

Certificates- The committee has worked closely with the CofS to ensure that the needed revisions to the award certificates are made when they are reprinted. The BSA FDL (fleur-de-lis) emblem has been replaced by the cloth badge of rank emblem on the BSA Eagle Scout certificates-- the others will be as they are reprinted.

3. Implications on MOWW Strategic Goals –

Strategic Goal (SG) 1 – Consistently develop and deliver attractive, and high-impact community Outreach Programs and activities. The committee supports the Scouting outreach program by offering advice, materials and encouragement. The Scoutingram and other communications help to keep the chapter Scouting outreach coordinators abreast of what is happening in the Scouting world. Companions are encouraged to call the chair or any member of the committee with questions, etc.

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

Continue to participate in BSA and GS/USA activities. Through our Chair's membership on the SA National subcommittee on Community Relationships, we interact with other VSOs (VFW, AmLeg, etc.) and service organizations (Lions, Elks, Rotary ,etc.) and other organizations supporting Scouting (Masons, Alpha Phi Alpha, APO, etc.)

Strategic Goal (SC) 3 – Increase visibility of the Order at the National and Local community levels through focused communications, marketing strategies, and local community engagement. The Scouting Committee is in the process of reviewing the certificates, medals and other awards available to the chapters for their use. Chapters are encouraged to publicize their awards to Scouts through local media channels. They currently include, among others: Bronze Patrick Henry Medal, Outstanding Service Medal, Outreach Service Medal, Community Service Award (Square Knot), and others.

Strategic Goal (SG) 4 – Annually grow engaged and sustainable MOWW membership. The committee seeks out companions interested in supporting Scouting at the chapter or national committee levels! By publicizing and making MOWW awards to companions in Scouting this serves as an attraction for Scouters who are veterans to join MOWW. We revised Form 14 to enable Chapters to input the info directly.

Strategic Goal (SG) 5 – Increase revenues ensuring adequate financial resources to fulfill the Order's and Chapter's mission. We encourage the use of MOWW store recognition items by the Chapter members.

LTC Paul Farinella at the COL Roosevelt Chapter still is the person to contact regarding the MOWW Scouting patches As of this writing (June 2026) they are under \$2.00 plus shipping.

Strategic Goal (SG)6- Increase the number of chapters and strengthen existing chapters.

The Scouting committee has conducted training at the Region VI meetings and would like to do more.

4. **Conclusions** - The committee needs to continue to meet regularly and to seek out additional ways to motivate chapters and companions to reach out via the Boy and Girl Scout programs.
5. **Additional Comments/ Recommendations.**
 - a. The Scouting Outreach Program reaches male and female youth starting at kindergarten age. They do this through the following oaths and laws. **In short, Scouting teaches young people values – starting at a very early age!**
 - b. Companions at all levels seek out scout projects and other actions that deserve recognition with Bronze Patrick Henry Awards(those that support our Preamble type work)..
 - c. The committee prepared an article for the OR that is useful for companions/chapters in their outreach programs.
 - d. The Scouting Committee continues to “tell its story” – at the 2026 National and future MOWW conventions via displays and interaction with companions at all levels.
 - e. Companions and chapters continue to support Scouting via camperships, donations, fundraising efforts, recognition events, etc.
 - f. A suggestion: Have your local BSA or GSUSA Executive be a speaker at a chapter meeting, or, better yet, invite an Eagle Scout (male or female or Gold award Girl Scout) talk about their advancement journey and their project at a meeting!

FOR THE GOOD OF THE ORDER

ROBERT F SCHLEGEL JR.
COL, USA, Ret.
Chair, Scouting Committee

STRATEGIC GROWTH COMMITTEE | ANNUAL REPORT

1. Committee Members:

- a. Chairman: VCINC Col Adalberto Rivera, USAF (Retired)
- b. Member: IPCINC BG Victor Perez, USA (Retired)
- c. Member: BG Hector Lopez, USA (Retired)
- d. Member: Chair, CAC Col Adolfo Menendez, USAF (Retired)
- e. Member: CPT Robert Melson, USA (Former)

2. General Overview: The Strategic Growth Committee (SGC) met under the guidelines provided by CINC Lt Col David Worley on September 2025. The committee held a total of 11 virtual meetings where we collected, analyzed and discussed data addressing all pertinent issues.

3. Projects or Assigned Tasks:

- a. Review and propose a revised membership model that aligns with practices of other veterans' organizations, addressing current barriers to recruitment
- b. Incorporate expanded guidance and expectations for the MOWW Patriot Program as part of the above proposal
- c. Develop and propose a revised operational structure that supports sustainable operations at all levels of the order, reduces the number of leadership layers, and enhances a strong, attractive national outreach presence that is less dependent on total membership numbers. This proposal is to include reducing the number of regions from ten (10) to five (5)
- d. Assess the requirement for establishing State-Level Departments to strengthen a grassroots presence nationwide
- e. Coordinate closely with the Strategic Planning Committee Chair to prevent duplication of effort

4. Assessment of progress toward achieving Strategic Goals:

- a. The committee looked at several membership models across the spectrum, from the traditional membership fees to the membership concept of newer veteran service organizations (VSO's). A common membership issue shared among all the VSO's we looked at is the lack of interest of younger veterans to become affiliated to organizations following the old model, due to the perception of just getting together to tell old stories and socialize. The current model requires a membership fee (regular or a lifetime membership), while post 9/11 organizations don't charge a membership and operate thru donations. This makes it hard for traditional organizations to compete. Also, younger veterans prefer organizations directly impacting the community, activities that promote wellness and fitness and that get their families involved, meetings that take in consideration their jobs schedule and the use of technology for this purpose.

For the first time in two decades the order exceeded its recruiting goal, this includes 29 chapters and 5 regions going over 100%. Although the order opened membership to all veterans, there are still chapters which have not recruited any enlisted/NCO within their ranks. This shows that the problem is not the type of membership of the organization, but the effort put by its members to recruit, retain and approach new prospects for the Order.

- b. With the inception of the all-ranks/all-veterans policy, we looked at the MOWW Patriot program from a different perspective. One of the goals of this membership was to recruit those veterans who did not qualify to enter the order any other way. We find that the MOWW Patriot still has value, to bring in those civilians who could not join otherwise, as well as to expose veterans who still feel reluctant to join and get them interested in joining the Order.

We also addressed the possibility of developing a Patriot Corporate Membership to organizations willing to support our organization through donations as well as services offered to our membership.

- c. During the review of the organizational structure, we evaluated how feasible would be to reduce the number of regions from 10 to either 8 or 5. To ensure a comprehensive assessment, we sought input from the Council of Area Commanders to gather regional perspectives, opinions, and feedback. The findings indicate that most regions do not support the proposed changes and believe the current structure is functioning effectively.
- d. We identified no vacancies among the regions and 13 Department Commander vacancies out of 29 departments. We considered several approaches to address this issue. A well-developed succession plan is essential at the regional level—along with a strong commitment to leadership progression from chapter to department and from department to region— to minimize the impact of these vacancies.
- e. One of our team members is also a member of the Strategic Planning Committee and has been of great service bringing the point of view of this committee. He has also contributed to the development of the SGC Balanced Scorecard as a measure to establish metrics to evaluate the progress and success of the different goals.

5. Recommendations:

- a. **Membership Model:** We recommend adopting a discounted regular membership rate for companions who prepay two to three years in advance to strengthen retention, improve revenue predictability, and encourage longer-term commitment. We also recommend implementing a targeted outreach strategy to engage post-9/11 veterans and veteran organizations through partnerships that support their existing activities, such as hikes, runs, softball leagues, and similar events. These partnerships should be complemented by invitations to participate in MOWW outreach programs, including YLS, YLC, and ROTC, to increase awareness of our mission and strengthen their connection to the Order.

On the Hereditary Membership we recommend eliminating the perpetual and leaving only the regular, grandfathering those who currently have it.

We further recommend developing a series of short-form videos for the MOWW website that highlight our outreach programs and community impact. These videos should serve as practical recruitment tools for chapters and individual companions. Recruitment success ultimately depends on sustained chapter-level engagement. For that reason, formal succession planning should be established at the chapter, department, and regional levels to preserve leadership continuity and organizational stability.

- b. **MOWW Patriot Program:** We recommend retaining the MOWW Patriot Program as an effective pathway to engage civilians who can add value to the Order, as well as prospective members who may not yet be ready to commit to full membership. We also recommend creating a Corporate Patriot Membership category to attract organizations willing to provide financial support, in-kind services, or other strategic partnership opportunities.
- c. **Organizational Structure:** We recommend conducting additional data collection and analysis before pursuing changes to the organizational structure. At this stage, a more complete factual assessment is needed to determine feasibility, operational impact, and long-term value.
- d. **State-Level Department Establishment:** We recommend implementing structured succession plans that identify, prepare, and advance qualified leaders from the chapter level to department and regional leadership positions as vacancies occur. A deliberate leadership pipeline will strengthen continuity, reduce transition risk, and support more effective governance across the organization.
- e. **Organizational Growth:** The long-term growth of the organization will depend on its ability to adapt to current recruitment practices and respond to the expectations of younger generations. To remain competitive with newer veteran service organizations, MOWW must expand its use of technology, modernize its outreach approach, and adopt a more proactive and disciplined succession planning model.

FOR THE GOOD OF THE ORDER

Adalberto Rivera, Col, USAF (Ret)
Chair, Strategic Growth Committee, MOWW

STRATEGIC PLANNING COMMITTEE | ANNUAL REPORT

1. General.

The MOWW Strategic Plan 2023-2028 established a requirement to publish an Annual Report assessing the Order's progress toward meeting its strategic goals, as currently outlined in the 2023-2028 Strategic Plan. This narrative report summarizes the Strategic Planning Committee's assessment of progress made during Operating Year 2025, based on data collected from the Chapter Annual Reports (CARs) and the Order's National Headquarters.

2. Strategic Goal Assessment.

- a. **SG 1: Consistently develop and deliver attractive, and high impact community outreach programs and activities.** Assessed as partially accomplished. The Order increased the number of Youth Leadership Conferences and Youth Leadership Seminars from 55 in OY24 to 57 in OY25 and increased the number of Students attending the National Youth Civics Summit from 16 to 20. Additionally, chapters across the Order engaged in numerous America 250 events including the Freedom Bells initiative; the highly successful Massing of Colors hosted by Region IV's Major General George G. Meade Chapter; Region V's "America 250 Colonial Ball" hosted by the Atlanta Chapter; and the Charlotte Cadre's special recognition ceremony for North Carolina's then oldest living World War II Veteran, Technical Sergeant Charles J. Richardson, U.S. Army Air Corps (Former), 19 September 2025.
- b. **SG 2: Expand our impact through alliances and strategic partnerships with organizations that align with our mission.** Assessed as partially accomplished. The Order established new partnerships with American Gold Star Mothers and has finalized an agreement with the United States Marines Youth Foundation, Inc. Several chapters across the Order have initiated or renewed local partnerships which provide visibility at local levels and have set the example for other chapters to follow.
- c. **SG 3: Increase visibility of the Order at the national and local community levels through focused communication, marketing strategies, and local community engagement.** Assessed as partially accomplished. The Order has made significant progress utilizing social media and the IPC has published a revised recruiting guide as well as the MOWW National Communication and Marketing Strategy. Each of the community outreach programs and activities executed during OY25, identified in para. SG 1, above, and many which are not identified, have contributed to increasing the Order's visibility. We none-the-less assess Strategic Goal 3 as "partially accomplished" due to the fact that many chapters have been unable to execute high impact community programs or activities, due to aging leadership and members, and have subsequently been unable to fully maximize their local visibility. This dynamic may reverse in future operating years as membership is growing.
- d. **SG 4: Annually grow engaged and sustainable MOWW membership.** The Order exceeded its annual recruiting goal for the first time in decades by adding more than 423 new Companions. While this is a phenomenal success that all Companions can be proud of, we are currently unable to ascertain how many of our new members are engaged in chapter activities, will become engaged in chapter activities, or how many will maintain their membership after OY25. In short, while our recruiting efforts and growth were a tremendous success, our challenge, now, is to retain the new members we acquired. Success in this arena will be dependent upon engaging these new members in worthwhile chapter activities and

programs; providing them with quality leadership, training, and positive feedback; and above all, ensuring that our new members feel their contributions are valued and make a difference.

- e. **SG 5: Increase revenues ensuring adequate financial resources to fulfill the Order's mission.** Assessed as partially accomplished. The Order achieved marginal increases in regular member dues and store sales; however, contributions did not meet the established goal. During OY25, the Order began to receive additional income from our WellCare partnership and advertisements in the MOWW Review magazine. The Order also received monetary sponsorship support from the Freedom Bells web application. These initiatives will appear in the FY26 financial statements. Additionally, only 30% of our chapters have reported engaging in fundraising activities.
- f. **SG 6: Increase the number of chapters and strengthen existing chapters.** Assessed as partially accomplished. The Order did not close any chapters in OY25 and started two new chapters in Northwest Florida and Saratoga New York.

3. Recommendations:

- a. **Engage New Members:** Engage all new members in chapter activities as soon as possible. Appoint new members to committee positions and projects under seasoned leadership where the new companion can be mentored, motivated, and mobilized. The goal is to retain new members by ensuring they are engaged in worthwhile projects and activities; ensuring that all new members know that their efforts are making an impact and a difference; ensuring that all new members know that their time, talents, and efforts are valued; and ensuring they know their chapter, their chapter leaders, and the Order will provide even greater opportunities for impact and growth.
- b. **Youth Leadership and Character Development:** Work toward making MOWW synonymous with Youth Leadership and Character Development. We currently have a myriad of valuable focal points, highlighted in the Preamble and the current Mission Statement, that it is often times difficult for members of the community to determine what makes MOWW different, unique, and worth supporting. Emphasizing Youth Leadership and Character Development will continue to highlight our unique mission, branding, and the community's understanding of who we are.
- c. **Veterans Support:** Continue to be active and true to our original cause – Veterans Support – memorializing those who served and the many sacrifices made by our Veterans and their families. In so doing, we should not shy away from publicly advocating for positions that benefit Veterans and their families at the national, state, and local levels and should encourage members to seek and hold advisory positions on volunteer Veterans Affairs Boards at every level. Additionally, we must urge all chapter leaders to request and review the annual reports from their VACs and ESGRs.
- d. **Continued Emphasis on Growth:** Leaders and Companions at all levels must continue to emphasize and capitalize on the Order's new "All Ranks" membership criteria. OY25's membership growth and success can and will be continued if we commit to leveraging the Order's new membership criteria, while simultaneously implementing recommendations a, b, and c above.

4. The MOWW Strategic Plan 2023-2028 and Strategic Plan Annexes A & B are posted to the moww.org website under Resources / Publications and is available at the following link: <https://moww.org/wp-content/uploads/2022/11/Approved-MOWW-Strategic-Plan-2023-2028-W-Annexes.pdf>
5. The enclosure summarizes the data collected by the Chapter Annual Reports and should be reviewed by all Executive Committee Members, Region, and Chapter Commanders.

FOR THE GOOD OF THE ORDER

MICHAEL P. PECK, COL, USA (Retired)
Strategic Planning Committee, Chair
Vice Commander in Chief, MOWW

VETERANS AFFAIRS COMMITTEE | ANNUAL REPORT

1. Committee Members:

Chair	James Fletcher	jamesmfletcher@aol.com
Vice Chair	Eliseo, Lopez	eLopes1989@yahoo.com
Secretary	Reginald Brown	reginaldbrown575@gmail.com
Region I	Lawrence Willwerth	lwillwerth3@yahoo.com
Region II	Eliseo, Lopez	eLopes1989@yahoo.com
Region III	Stan Warrick	stanwarrick11@gmail.com
Region IV	Joel Kramar	joelkramar@aol.com
Region V	Maryetta Beck	maryettabeck@hotmail.com
Region VI	James Fletcher	jamesmfletcher@aol.com
Region VII	David Dunlap	dunlapdl97@gmail.com
Region VIII	Richard Briggs, Jr	captactor82nd@yahoo.com
Region XIII	Chris Schmidt	chris.w.schmidt@comcast.net
Region XIV	Craig Noble	craignoble@cox.net

2. General Overview

During this operating year, the Veterans Affairs Committee advanced the Order's mission by strengthening veteran support activities, expanding collaboration, and aligning committee operations with the CINC's Intent and Priorities (OY2025) and HQ MOWW Operating Year 2025 Committee Guidance. The committee focused on four major areas: (1) chapter support; (2) partnerships and alliances; (3) increased MOWW local visibility, especially through social media; (4) recruiting and retention.

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

The standard agenda was:

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

These monthly meetings facilitated consistent communication, mentorship, and coordination across all regions. The schedule for the meeting is posted on the MOWW calendar.

LTC (Ret) Reginald Brown as Secretary, continues to provide invaluable service to the committee by reminding committee members of the meetings, leading the meetings, and distributing meeting minutes and other correspondence to the committee members.

Two new companions, Maryetta Beck and Chris Schmidt, were added to the committee; strengthening regional engagement.

The oversight and mentorship of SVCINC Marlon Ruiz and VCINC Mike Peck have added to the value of the meetings and helped to focus the committee's efforts.

3. Projects and Assigned Tasks

Implemented a change to Form 38 reducing the value of council/board delegate appointments from 25 to 5. This was done to reflect the comparative value of these delegate appointments to other metrics on the form.

In response to a task from the Top 8, the committee reviewed and approved proposed changes to the MOWW Policy Manual and MOWW Form 35. These changes include:

- Adding language clarifying chapter and regional responsibilities for supporting national and local partnerships.
- Integrating the former Memorials Committee into the Veterans Affairs Committee structure.
- Establishing a review process for memorial funding proposals before forwarding them to the Chief of Staff.
- Defining the committee's role in reviewing veteran related issues and advocacy petitions for national consideration.
- Assisting chapters and regions in assignment of delegates to municipal, county, and state veteran advisory councils, boards, and commissions.

The committee responded to MOWW national headquarters on several veteran-related issues and internal administration procedures.

Several chapters continue working to identify and mark the graves of MOWW members in national and local cemeteries.

The committee approved an America 250 Memorial Photo Project that encourages regions to photograph five veteran memorials/monuments per state for listing on a web page. The project is pending submission to the America 250 Committee for approval.

4. **Assessment of progress toward achieving Strategic Goals.** The committee's work directly supported the MOWW Strategic Plan 2023–2028:

- **SG-1:** Increased chapter participation in veteran-support activities and ceremonies.
- **SG-2:** Expanded alliances with veteran and community organizations
- **SG-3:** Improved visibility through social media and public events.
- **SG-4:** Strengthened recruitment efforts at commissioning ceremonies and veteran events.

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

5. Recommendations:

Change suspense for submission of Committee Reports to one week after submission of award input. This will give the committee time to digest and analyze the reports on trends and significant activities.

Continue emphasis on appointment of Companions as delegates to serve on state, county, and municipal advisory councils and boards.

FOR THE GOOD OF THE ORDER

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

PATRIOTIC EDUCATION PROGRAM REVIEW AD HOC COMMITTEE | ANNUAL REPORT

The Military Order of the World Wars (MOWW)
Patriotic Education Ad Hoc Committee



June 1, 2026

To: Chief of Staff, The Military Order of the World Wars (MOWW)
From: David A. McCuiston, Chair, Patriotic Education Review Ad Hoc Committee

Subject: Patriotic Education Ad Hoc Committee Final Report- Revised

Ref: (a) Executive Committee Letter of 9 December 2025
(b) Patriotic Education Ad Hoc Committee Final Report of May 12, 2026
(c) MOWW EXCOM Meeting of May 20, 2026 – McCuiston Presentation
(d) Proposed Amendment to MOWW Bylaws, Article 6

1. Reference (a) created the Patriotic Education Ad Hoc Committee for the purpose of reviewing current MOWW policy and procedures of the Patriotic Education Program. Reference (b) is the Final Report of the Ad Hoc Committee's review. Reference (c) is CWO David McCuiston's presentation of the Ad Hoc Committee's Findings. Following McCuiston's presentation, comments, and questions, MOWW CINC Lt Col Worley directed McCuiston to provide greater clarity on the Committee's findings, including the Proposed Constitutional Amendment, and to provide an additional report to the Top 8 at their June 11, 2026, meeting. This report follows CINC Worley's direction with more clarification and additional information.

2. **Current Situational Problems.** The MOWW Patriotic Education Program, as outlined under Chapter 6 of the MOWW Policy Manual, needs to be addressed, corrected, broadened, enhanced, and updated. Reference (d) supports base corrections to these problems for OY 2026 and beyond.

- a. The current Patriotic Education Program and Committees are narrow in scope, including necessary additional requirements for youth leadership, civics, citizenship content and responsibilities, and America's economic system, especially as compared with more modern concepts and theories.
- b. The term Youth Leadership has advanced tremendously from the US Army's 'See, Know, Do' theory of 1999, and has broadened widely over the past decades, now including Character Development and personal characteristics. The content of MOWW conferences and seminars needs to change accordingly.
- c. There are areas of redundancy in the information contained in Chapter 6 of the Policy Manual, subparagraphs A, B, and C that need to be changed, i.e., combined, updated, and rewritten with more modern information.
- d. There are 'internal' and 'external' aspects of the current Patriotic Education Program that should be reorganized as separate committees under a proposed new program entitled Youth Character Development Program beginning in OY 2026. Reference (d) supports this proposal.
- e. While the term Patriotic Education is a legitimate historical ideal, modern societal thought tends to refer to it as '*Indoctrination*.' The program title, *Youth Character Development*, is the better option for acceptance in communities nationwide.

3. Rationale for realigning Patriotic Education as Youth Character Development –
Chapter 6 – Program Leadership & Management

a. Articles B. MOWW Committee – Patriotic Education Committee.

o. Patriotic Education Committee.

- (1) This outreach committee is charged with coordinating all Patriotic Education Program (PEP) activities of youth leadership, responsible citizenship, and love of country and the U S Flag, and with the management of MOWW YLCs and YLSs and the Phoenician Essay Contest, including the establishment of standards and oversight. It also manages additional PEP appendices and forms.
- (2) These are all ‘**internal program**’ MOWW administrative management functions more appropriate for inclusion in Article C as an Outreach Program under the title **Youth Development Program**. Additionally, and more importantly, the YLC/YLS activities involve much more patriotic education subject matter than listed in the committee direction of the Policy Manual. Reference (d) supports this rationale.

The current Policy Manual Direction provides only limited curriculum content in both subparagraphs B and C, both of which need to be updated with more modern leadership, civics and citizenship, and economic theories. Reference (d) supports this rationale.

- (3) Two ‘**external programs**’ – ROTC/JROTC and Scouting awards are outreach recognition programs and should be realigned under paragraph C, Outreach Programs.
- (4) We recommend deleting the Patriotic Education Committee and expanding and enhancing the Patriotic Education Program principles and practices to more fully meet the intent and content of the program, such as American exceptionalism, Civic education, national pride, loyalty, and appreciation of our American History and founding Virtues and Principles. The lead-in verbiage will need to be rewritten as well. Reference (d) supports this recommendation.
- (5) The Scouting and ROTC/JROTC Committees should be realigned as sub-elements under the **Youth Recognition Committee**. Reference (d) supports this rationale.

b. Article C – **Outreach Programs**.

4. Patriotic Education Program (PEP). 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 are included in this section, which needs expanded with more up-to-date information.

- a. Youth Leadership Conferences (YLC®) and Youth Leadership Seminars (YLS)
Current Language contains information about each. Proposal will be rewritten as necessary.
- b. Phoenician Essay Contest. Proposal will be rewritten as necessary to update.

- c. Massing of Colors. Proposal will be rewritten as necessary to update.
- 7. Reserve Officer Training Corps/Junior Reserve Officer Training Corps (ROTC/JROTC) Recognition Programs.
 - (1) Current verbiage will be rewritten to match the current MOWW Policy.
 - (2) Proposal is to list it as a sub-element of the Youth Recognition Program.
- 8. Scouting Program.
 - (1) Current verbiage will be rewritten to match the current MOWW Policy.
 - (2) Proposal is to list it as a sub-element of the Youth Recognition Program.

4. Recommended Proposals. Broadening and Enhancing current Chapter 6 Committee and Outreach Program related to Youth Development and Youth Recognition Programs.

Chapter 6 – Program Leadership & Management

B. MOWW Committees, Working groups, and Ad Hoc Committees.

- 1. Committee Chair Appointments. No change down through subparagraph n.
 - o. Patriotic Education Committee. Delete the Committee. The verbiage will be used as a lead-in paragraph under Section B. Outreach Programs. (Reference (d) applies.) Subparagraphs will be realigned accordingly.
 - q. Youth Development Committee. Realigns and rewords the current verbiage under the deleted Patriotic Education committee as lead-in verbiage for this Committee.
 - (1) Replaces Patriot Education Committee and the internal managerial functions associated with Patriot Education with the following sub-elements.
 - (2) **Youth Development Committee.** Using the current verbiage from the Policy Manual.
 - (a) Youth Leadership Conferences (YLC) and Youth Leadership Seminars (YLS).
 - (b) Massing of Colors (MOC) Ceremony.
 - (c) Phoenicians Essay Contest
 - (d) The committee is also recommending that the following additions to the YLC/YLS Curricula need to occur: Civics, character development, classical teaching topics (Virtues, morals, ethics), and associated topics such as Vision, Mission, and SMART Goal creation, leadership theory, principles, and characteristics, lesson plans, and civics resources.
 - (e) Additional elements as required.
 - (3) **Youth Recognition Committee.** Realigns current language to the current sub-elements.
 - (a) ROTC/JROTC.

- (b) Scouting.
- (c) USN Sea Cadets Corps (USNSCC).
- (d) Civil Air Patrol (CAP).
- (e) Young Marines.
- (f) Law and Order Explorer Programs.
- (g) Additional elements as required.

2. No change through the remainder of this section on Paragraph B.

C. Outreach Programs. Recommended Proposals.

1. Sub-paragraphs 1 through 3 – No change.
4. Patriot Education Program (PEP). Change name to

Youth Leadership & Character Development Program. The Youth Leadership & Character Development Program is a multifaceted program that features youth leadership, character development, leadership principles and practices, virtues and core values, Civics and Citizen Responsibilities through Youth Leadership Conferences (YLC), Youth Leadership Seminars (YLS), Phoenician Essay Contest, and Massing of Colors (MOC) Ceremonies. The following provides in-depth information on this program.

a. Youth Leadership Conferences (YLC^{*}) and Youth Leadership Seminars (YLS)

- (1) YLCs and YLSs are instructional events conducted nationwide at little or no expense to students. YLCs are a multi-day event to help high school equivalent students learn to identify practical skills in leadership, founding virtues, and morality required to maintain a free society, and basic concepts of the free enterprise system of the economic foundation upon which the nation was built. Students also develop an appreciation of the founding documents that led to the U. S. Constitution, the American Creed, respect for the U. S. Flag and its symbolism, and a patriotic love of country that contributes to the country's longevity. Students gain an awareness of civic responsibilities that enable them to become better citizens and future leaders of our country.
- (2) YLCs and YLSs are MOWW-defined and, at the local level (regions and chapters) are structured, orchestrated, staffed with skills instructors, and supervised by well-qualified team leaders and counselors. The curriculum varies slightly from YLC to YLC, with a mix of 50 percent devoted to leadership and character development, 30 percent government, Americanism, Civics, and patriotism, and 20 percent on Free Enterprise and the US economy. YLSs are single-day sessions with fewer topics from the general YLC curriculum.
- (3) The YLC/YLS Curriculum should be composed of the following topics.
 - (a) 50 percent make-up of leadership, character development, Founding Principles and associated Virtues, leadership principles and characteristics, Soft Skills, Communication, Core Values of morality and ethics, Cardinal Virtues, how to create

vision and mission statements, and SMART Goals. YLC and YLS Directors may select as necessary as time constraints allow.

- (b) 30 percent on US Government, Declaration of Independence and Constitution, Civics, citizen responsibilities, The Medal of Honor Core Values, The American Creed, Americanism, patriotism and love of country, and respect for the US Flag and its symbolism.
- (c) 20 percent on Free Enterprise, Entrepreneurship, Capitalism vs other systems of economy, and personal finance.

(4) Annually YLCs undergo an accreditation process regarding the curriculum mix and content. YLSs are assessed for quality with a focus on topics taken from the YLC Curriculum in the above paragraph.

(5) Some YLCs and YLSs are conducted under Resolutions of Cooperation with the National Sojourners, Hugh O'Brien Youth Leadership (HOBY), or Founding Forward. We also recruit from other organizations, e.g., Scouting and the National Honor Society.

- b. Phoenician Essay Contest. No change from the current Policy Manual
- c. Massing of Colors. No change from the current Policy Manual.

5. The National Youth Civics Summit (NYCS). No change from the current Policy Manual.

6. Public Safety / Law & Order Program. No change from the current Policy Manual.

7. Youth Recognition Program (YRP). The YRP is composed of the ROTC/JROTC and Scouting Programs.

- a. Reserve Officer Training Corps/Junior Reserve Officer Training Corps (ROTC/JROTC) Recognition.

- (1) Take from the current Policy Manual, para 7.a.
- (2) Take from the current Policy Manual, para 7.b.
- (3) Take from the current Policy Manual, para 7.c.

- b. Scouting Recognition. (Take verbiage from current Policy Manual, para 8.

8. Veterans Affairs Program. Take verbiage from current Polity Manual, para 9.

5. **Summary.** As stated above, the current Patriotic Education and Youth Leadership programs are narrow in scope and content and need to be broadened and enhanced with more modern information, aligned with societal changes that have omitted curriculum on Classic Education, Greek Philosophy on Virtues, morality, ethics standards, Founding Principles on Civics and citizenship responsibilities, and advantages of capitalism over socialism. Additionally, advances in technology have improved Entrepreneurship opportunities and the need for strong personal finance responsibilities.

During the Ad Hoc Committee Meeting, Companions agreed that the Curriculum needed more clarification, that new subject matter as described in the above recommendations would improve our Patriotic and Youth Education efforts, and that the topics recommended in this report would be beneficial for our MOWW Youth Leadership and Character Development programs.

As stated in the initial Ad Hoc Committee report, Character development is crucial to leadership success. The statement “Leadership is Leadership” is no longer applicable to the several elements required for effective personal growth, self-awareness, impactful mentoring, and successful personal and organizational mission accomplishment. Virtues, morals, and ethics are no longer being cultivated by families, churches, and the public school system. As such, MOWW Youth Leadership conferences and seminars should be a major part of the training. Civics and Citizen responsibility are mandatory for understanding and accomplishing the American Ideal of a Democratic Republic. Individual entrepreneurs are fast becoming contributors to the American ideal of economic success – personal, family, and business.

The enhancement provided in this report will greatly improve our Patriotic Education and Youth Leadership Conferences and Seminars, which will not only influence our recruitment of younger veterans into the Order but also improve MOWW efforts in becoming a premier youth leadership and character development entity.

I strongly recommend approving these findings and begin rebuilding our Outreach Programs to become the highly regarded Youth Leadership and Character Development program we desire.

Very respectfully submitted,

A handwritten signature in black ink, appearing to read "David A. McCuiston". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

David A. McCuiston
Chair

Enclosures:

1. Executive Committee Letter of 9 December 2025
2. Patriotic Education Ad Hoc Committee Final Report of May 12, 2026
3. Proposed Amendment to MOWW Bylaws, Article 6

AMERICA 250 AD HOC COMMITTEE | ANNUAL REPORT

The America 250 Committee was formed in March 2025 which had 4 CINC objectives

1. How Regions can support Chapter America 250 efforts.
2. How National Committee can develop programs related to America 250 that enhance chapter outreach and publicity efforts.
3. How America 250 can assist exponentially increasing the Order's overall community and veteran visibility.
4. How local America 250 publicity efforts can enhance Chapter Community outreach and recruitment.

To date these objectives were being met and will continue until the end of this year's 250 celebrations.

America 250 kicked off mid 2025 for the services Army Navy and Marines with their 250th birthdays and has continued into 2026. Both National members and local members were able to celebrate in Philadelphia on June 14th the Army birthday.

Over 3 days there was a series of events which included events at: The Washington Chapel in Valley Forge, PA, The Medal of Honor grove at Founding Forward, Valley Forge, PA, The First City Troop, Philadelphia, PA. and Independence Hall. Both MOWW National and local Chapter members participated in all the events with the culmination on June 15th of the recommissioning of George Washington at Independence Hall.

This event was followed by the Navy Marine celebration in October with the Army Navy Cup and the CINC visit to Philadelphia and the induction of the incoming President of the Penn Franklin Chapter into the MOWW by Commander in Chief Worley.

Additional events were held in 2025 which included the Santa Cruz Chapter MOWW monument dedication at the National Convention at a local cemetery, and an event was held by Region 2 with a plaque honoring Colonel Robert Mc Cormack.

In January Region one held a First flag 250 ceremony to start the year and actively supported evacuation day celebration with the ancient Honorable Artillery company on March 17.

In March, 2026 Region V Augusta Chapter held a successful Colonial Ball attended by National Staff which also included the auction of a colonial musket as successful fundraising event. While the Puerto Rico Chapter Region VI completed a Memorial Bronze Plaque dedication at the Morovis and Aguadilla Cemetery.

The Freedom Bells 250 Project sponsored by the San Diego Chapter began in March. It has been not only a local program but a National Program and now international, it was made available to all Chapters. Monies raised from the event will be applied to MOWW youth programs. Contributions have been received from the Pittsburgh, Philadelphia and the Roosevelt and Augusta Chapters. Other Donors include the Daughters of the American Revolution, Penn Franklin Philadelphia, AUSA Chapter, and Lower Merion Township, PA. Pledges from other MOWW Chapters and organizations, ROA local Chapter, are also pending as of this publication.

On May 20 the Philadelphia chapter commander participated as the Master of Ceremony for the Upper Merion Township America 250 ceremony and dedication of its Hometown hero's placards at the Township building. On May 25, the Dallas Chapter held a massing of colors and a program at the medal of honor museum while the Augusta Chapter held a 250 Memorial Day service the same day.

The Puget sound Chapter hosted a 250 Memorial service that included an event that featured the Silas High School Marine Corps Junior ROTC Color Guard, a brass ensemble from the 133rd Army Band, Washington Army

National Guard, a historian/speaker from the Mary Ball Chapter, Daughters of the American Revolution, a wreath laying by the Edward B. Rhodes-Parkland American Legion Post #2 accompanied by Taps performed by the 133rd Band and a keynote speaker- COL(P) Jack Mushallo, Chief of Staff, Washington Army National Guard.. The Santa Clara Chapter also participated in a Memorial Day America 250 concert.

The Chicago Chapter completed numerous plaque dedications in June with other military organizations to honor Illinois veterans. The Philadelphia Chapter participated in the Army 251st Birthday as a 250 event and a plaque dedication ceremony at the National Park in Philadelphia while the Hawaii Chapter held a Massing of colors and 250 celebrations on June 14th. A July 4th Freedom Bells event will be held at the Bella Donna Chapel with a Bell ringing event by the Dallas Chapter. While the Meade Chapter is dedicating MOWW Memorial at Crownsville State Veterans cemetery on July 4th. Events will continue in August on August 4th and 5th with the Delaware Chapter hosting a 250 "Boston tea party" puppet show and colonial reenactors. At the National Convention an America 250 wine Dedication by the Dallas Chapter in honor of MOWW will be held. On August 16, 2026 at the Illinois State fair on Veterans Day, the unveiling of medal of honor Plaques honoring the 117 recipients to be placed on a wall in the Illinois Capitol building.

During this celebration year 250 coins were designed by Jim Brady and 250 flags designed by national and approved by the Committee for purchase by the chapters. America 250 events will continue until the end of the calendar year.

The following Committee Strategic goals were accomplished with the assistance of Committee members.

1. SG-1 Committee members assisted Chapters in development and delivering of high impact community outreach programs by examples cited herein.
2. SG-2 Committee members assisted Headquarters MOWW Regions and Chapters in establishing alliances and strategic partners with organizations such as Daughters of the American Revolution, Sons of the American Revolution, the Association of the United States Army, Reserve Organization of America, the Veterans of Foreign Wars, Order of St George and the Doughboy Foundation.
3. SG-3 Increased Visibility of the Order at National and local community levels through National Broadcasts Wreaths Across America, National Press Releases and inclusion in Partners publications nationally and locally.
4. SG-4 These events had an impact on growths of members at the Chapter level due to publicity assisted by Headquarters and the local dissemination of information driven by committee members input and contribution.
5. SG-5 Committee assisted in raising money to help execute these programs and raised money for future MOWW programs.

I would like to thank everyone who contributed to this program for their contributions and especially the committee members and National staff for their work to get this 250th celebration successfully completed.

Joseph P Kirlin III
Chairman, America 250 Ad Hoc Committee

RECOGNITION OF EXCELLENCE

MOWW NATIONAL CITATIONS

REGION COMMANDER RECOGNITION

1. Region I Col Leo H. Fox, USAF (Ret)
 Narragansett Bay Chapter, RI
2. Region V LTC Timothy E. Zack, USA (Ret)
 Charlotte Cadre, NC
3. Region VI Mrs. Vicki S. McCuiston
 Northeast Florida Chapter, FL
4. Region VII Col William E. Townsley, USAF (Ret)
 Hampton Roads Chapter, VA
5. Region VIII 1stLt Wayne A. Courreges, Jr., USMC
 Austin Chapter, TX
6. Region XIII COL Jeanne J. Blaes, USA (Ret)
 Phoenix Chapter, AZ
7. Region XIV LTC Leslie I. Bise, USA (Ret)
 Capt Dillingham Chapter, HI

DEPARTMENT COMMANDER RECOGNITION

- | | | |
|--|---|-------------|
| 1. Department of Massachusetts | LTC Dennis V. Christo, USA (Ret)
Worcester Chapter, MA | Region I |
| 2. Department of the Rio Grande | Mr. Daniel N. Maher
Greater El Paso Chapter, TX | Region XIII |
| 3. Department of Southern California | CPT David P. Vaughn, USA (Ret)
Capt Dillingham Chapter, HI | Region XIV |

CHAPTER COMMANDER RECOGNITION (STANDARD CHAPTER)

- | | | |
|------------------------------------|--|------------|
| 1. Chicago Chapter, IL | 1stLt Zhi C. Chen, USMC (Ret) | Region II |
| 2. GEN Ridgway Chapter, PA | LTC Timothy W. Young, USA (Ret) | Region III |
| 3. Philadelphia Chapter, PA | COL C. Dan McCall, Jr., USA (Ret) | Region III |
| 4. Maj Gen Wade Chapter, DC | Dr. John S. Hollywood, Ph.D. | Region IV |
| 5. Northern Virginia Chapter, VA | LTC Edmund F. Feige, USA (Ret) | Region IV |
| 6. Augusta Chapter, GA | MAJ Kimberly M. Blochowicz, USAR (Ret) | Region V |

7.	Knoxville Chapter, TN	CPT Craig T. Brown, USA (Ret)	Region V
8.	Northwest Florida Chapter, FL	Lt Col Julie A. Pierce, USAF (Ret)	Region VI
9.	Puerto Rico Chapter PR	CAPT Mario C. Miranda, USN (Ret)	Region VI
10.	Fort Hood Chapter, TX	CPT Tommy A. Meyer, ORARNG (Ret)	Region VIII
11.	Fort Worth Chapter, TX	1LT Lawrence M. Connelley, USA (Fmr)	Region VIII
12.	Colorado Springs Chapter CO	Col Kermit D. Neal, USAF (Ret)	Region XIII
13.	Greater El Paso Chapter, TX	Mrs. Laura S. Beltran	Region XIII
14.	MG Miles Chapter, NM	Maj Robert W. Hull, USAFR	Region XIII
15.	Santa Cruz Valley Chapter, AZ	CWO Theodore L. Cogut, USA (Ret)	Region XIII
16.	West Valley Chapter, AZ	COL Melvin A. Howry, USA (Ret)	Region XIII
17.	Capt Dillingham Chapter, HI	LTC Robert K. Takao, USA (Ret)	Region XIV
18.	Puget Sound Chapter, WA	Maj Keith R. Warren, USAF (Ret)	Region XIV
19.	San Diego Chapter, CA	LTC Mark A. G. Ayson, USA	Region XIV

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

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

- Brigadier General Daniel H. Pemberton, USAF (Ret)
- Colonel Susann Marian Kirlin, USA (Ret)
- Colonel Michael P. Peck, USA (Ret)

IPCINC BG Víctor S. Perez USA (Ret)

- Lieutenant Colonel Ramon A. Negron, USA (Ret)

SVCINC Col Marlon Ruiz, USAF (Ret)

- Ms. Kathleen A. Winchester

VCINC Dr. James A. Brady, CPT USA (Ret)

- Lieutenant Colonel Visvaldis Kimenis, USA (Ret)

VCINC COL Michael P. Peck, USA (Ret)

- Lieutenant Colonel Richard J. Crossley, Jr., USA (Ret)

VCINC Lt Col Adalberto Rivera, USAF (Ret)

- First Lieutenant Thomas D. Hart, USA (Former)

VCINC Col Joseph P. Kirlin, III, USA (Ret)

- Captain Michael P. Golden, USMC

DISTINGUISHED LEADERS

COMMANDERS IN CHIEF | HONORARY

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

COMMANDERS IN CHIEF | ELECTED

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

COMMANDERS IN CHIEF | ELECTED (Continued)

- | | |
|--|---|
| 61. ✖ Col John L. Lawler (1991-1992) | 86. COL Clay C. Le Grande, Jr., USA (Ret) (2016-2017) |
| 62. ✖ COL O. G. A. Mastroianni (1992-1993) | 87. Col David B. Gibson, USAF (Ret) (2017-2018) |
| 63. ✖ CAPT Wendell C. Phillips (1993-1994) | 88. LTC John H. Hollywood, USA (Ret) (2018-2019) |
| 64. ✖ COL Richard A. Palewicz (1994-1995) | 89. LTC Charles S. Chamberlin, Jr., USA (Ret) (2019-2020) |
| 65. ✖ Col B. Dean Smith (1995-1996) | 90. BGen Frederick R. Lopez, USMCR (Ret) (2020-2021) |
| 66. ✖ COL Homer C. Schmidt (1996-1997) | 91. LTC Michael A. Okin, MD, USA (Ret) (2021-2023) |
| 67. ✖ MG Franklin E. Miles, USA (Ret) (1997-1998) | 92. BG Victor S. Perez, USA (Ret) (2023-2024) |
| 68. ✖ LTC Alfred H. M. Shehab, USA (Ret) (1998-1999) | 93. Lt Col David J. Worley, USAF (Ret) (2024-2026) |
| 69. ✖ CDR Bruce L. Slawson, USN (Ret) (1999-2000) | |
| 70. ✖ 1LT A. Earl Luetge, USA (Fmr) (2000-2001) | |
| 71. ✖ 1 st Lt Donald G. Allen, USAF (Fmr) (2001-2002) | ✖ <i>Deceased</i> |
| 72. ✖ CAPT R. M. "Rollie" Stevens, USN (Ret) (2002-2003) | |
| 73. ✖ COL Brion V. Chabot, USA (Ret) (2003-2004) | |
| 74. COL Bert L. Rice, USA (Ret) (2004-2005) | |
| 75. ✖ COL Jack B. Jones, USA (Ret) (2005-2006) | |
| 76. LTC David R. Titus, USA (Ret) (2006-2007) | |
| 77. ✖ Col James D. Elmer, USAF (Ret) (2007-2008) | |
| 78. ✖ LTG Robert L. Wetzel, USA (Ret) (2008-2009) | |
| 79. COL Philemon A. St Amant II, USA (Ret) (2009-2010) | |
| 80. ✖ Col Clifford D. Way, Jr., USAF (Ret) (2010-2011) | |
| 81. CAPT Russell C. Vowinkel, USN (Ret) (2011-2012) | |
| 82. LTC Gary O. Engen, USA (Ret) (2012-2013) | |
| 83. Capt Deborah A. Kash, USAF (Ret) (2013-2014) | |
| 84. Capt John M. Hayes, USAF (Fmr) (2014-2015) | |
| 85. LTC Ruth L. Hamilton, USA (Ret) (2015-2016) | |

GENERAL STAFF EMERITUS | COMPANIONS OF THE GENERAL STAFF

✕ 1LT Marion S. Ball, USA
 ✕ MAJ Joanne E. Barton, USA
 ✕ COL Joseph H. Barber, USA
 ✕ LTC Silas W. Bass, USA
 ✕ COL John C. Butler, USA
 ✕ COL Thomas E. Douglas, Jr., USA
 ✕ COL Juan R. Figueroa-Laugier, USA
 ✕ COL John G. Fuller, USA
 ✕ COL Frederick W. Grant, USA (Ret)
 ✕ Col Frederick J. Graves, USAF
 ✕ COL Alden G. Hacker, USA
 ✕ COL Edward H. Heilbron, USA
 ✕ Col Watt G. Hill, Jr., USAF (Ret)
 ✕ Col Edward V. Hoersch, USAF
 ✕ CAPT Watt W. Jordan, USN
 ✕ Lt Col Calvin J. Kadous, USAF
 ✕ COL Charles F. Long, USA
 ✕ CW4 Robert R. Meier, USA
 ✕ COL Robert G. Meyler, Jr., USA
 ✕ COL Alfred L. Michaud, USA

✕ Maj Joseph H. Reus, USAF
 ✕ MAJ Irvin Schlenker, USA
 ✕ LTC William G. Shrecengost, USA
 ✕ COL (CH) Ralph L. Smith, Jr., USA
 ✕ Col James M. Snyder, USAF
 ✕ COL Billie L. Stephens, USA
 ✕ CDR Waldemar D. Stopkey, USN
 ✕ Lt Gen Carlos M. Talbott, USAF
 ✕ LT Laura M. Trexler, USN
 ✕ Col Jerrold L. Wheaton, USAF (Ret)
 ✕ COL J. Trigg Wood, Jr., USA
 ✕ COL Pendleton Woods, USA
 ✕ COL Donn W. Yoder, USA
 1. LTC Henry A. Adams, USA (Ret)
 2. HPM Patricia J. Snyder
 3. CPT Francis R. Spaniola, USA (Fmr)
 4. CDR Alan M. Mandigo, USN (Ret)
 5. Brig Gen Arthur B. Morrill III, USAF (Ret)
 6. Maj Robert J. Williams, USAF (Ret)
 7. Lt Col Sheldon A. Goldberg, USAF (Ret)

✕ *Deceased*

