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OFFICIAL REVIEW®



2021 MOWW DISTINGUISHED SERVICE AWARD RECIPIENT

GENERAL PETER PACE

USMC (RETIRED)



WE WILL ENDURE

Dear Companions,

This is my last correspondence with you as your Commander-In-Chief. The past 15 months were extremely tough on our nation. We lost over 570,000 Americans to COVID-19. Our nation was severely impacted by the virus, rampant social issues, political polarity, new military realities, and the lingering effects of the 2020 presidential election. While conducting the business of the Order was challenging, we soldiered on and many Companions and chapters worked hard to meet the spirit of the precepts of our Constitution.

While we closed six chapters, the good news is we established two cadres, which are on their way to becoming chapters. The Order, like all Veteran Service Organizations, government, and civilian businesses, had to find innovative ways to operate and communicate remotely. As the world did, we turned to information technology, which successfully met dispersion criteria but caused some challenges to personal and group interactions for Companions who are not "tech-savvy" or who did not care to communicate that way.

While this new norm will further evolve as the nation reopens, as a Veteran Service Organization, we need to keep an eye on our mission as well as serve all our Companions, so they do not get lost in the wave of the digital domain. It is important to the survival of the Order that we not lose the art of a phone conversation, the warm feeling of reading a personal letter, conducting an in-person meeting or patriotic event, shaking a hand, and thanking someone for their service. We owe our veteran families that privilege.

In closing, I thank the HQ MOWW Staff, VCINCs, Senior National Officers, General Staff Officers, Operational Commanders, Committee chairs, and so many others for their hard work and dedication in assisting me in conducting the business of the Order. It has been a privilege and honor to serve as your Commander-in-Chief.

Sincerely,

FREDERICK R. LOPEZ, BGen, USMCR (Retired)
Commander-in-Chief, MOWW & CEO, MOWW, Inc

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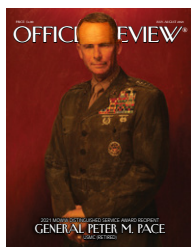
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ON THE COVER

The sixteenth Chairman of the Joint Chiefs of Staff, General Peter Pace was chosen by CINC BGen Lopez as the Order's 2021 Distinguished Service Award Recipient.

The official portrait of General Peter Pace

was painted by Mr. Peter Egeli.



WHY COMMANDERS MUST LEAD AND MANAGE

COL ARTHUR N. TULAK, Ed.D., USA (RET)
GENERAL STAFF OFFICER, MOWW

Our Order is built on the lines of a military command structure but with a notable difference. Whereas the military services and key commanders select subordinate commanders and staff, and are assigned forces, equipment, etc., within the Order, we have commanders at the national, regional, department, and chapter levels, who are elected or appointed to command by various leaders or groups depending on the level and position being discussed.

The history of elected commanders is not unique to veterans' organizations. The tradition dates to Colonial militias. The practice continued through the American Civil War, especially in units of volunteers for both Confederate and United States forces, sometimes up to the regimental level.

In practice, the men elected their officers, who were leaders they had esteemed as being dependable from their previously demonstrated leadership in peacetime endeavors.¹ This is the model our Order follows, which is also made

up of units of volunteers (i.e., our chapters), with individual volunteers also holding every elected or appointed position in the Order.

Leadership and management of volunteer organizations is often more complicated and challenging than what veteran Companions experienced during their time spent in leadership positions in the United States' seven uniformed services. For example, Companions who were selected for positions of command during their military service were given a staff to assist in the management of the unit and its many facets, to include training, equipment and fleet maintenance, personnel, budgets, etc. The staff members were particularly trained to carry out these management functions. As Adam Mendler, CEO of The Veloz Group points out, in volunteer organizations, "When you are the leader of a volunteer organization, you

have pretty limited say over who you work with. The people who report to you are other people who have signed up, not lieutenants you can handpick."²

Companions who have held command in the Uniformed Services may mistakenly expect to wield the same authority in elected command positions in our Order, or they may mistakenly believe that as a Commander, they can simply delegate all management responsibilities to others, e.g., to an adjutant or to those holding comparable assistant positions at any level. However, effectively fulfilling the responsibilities of command at any level of our Order, which is comprised of volunteers, requires both personal and effective leadership and management.

Volunteerism in the Order is the engine that enables "doing the work of the Order" in the community. Commanders have the dual task to exercise leadership to motivate their Companions to volunteer, and then to diligently manage that effort to ensure that programs and events are successful.

Many veteran Companion leaders in our Order also fail to fully appreciate the degree to which their responsibilities to lead their chapters require the same management skills that got them noticed by their superiors during

their military careers and selected for positions of command.

Writing for the Army's *Military Review* magazine, CPT Charles R. Gallagher observed that the debate as to the relationship between command, leadership, and management had filled the pages of the magazine for the last sixty years. However, he also points to current Army leadership doctrine as having merged both leadership and management into one concept, and that "management functions are things leaders do."³ The Army defines command thusly:

Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. Command also includes responsibility for health, welfare, morale, and discipline of assigned personnel.⁴



The definition above, with the replacement of the phrase “controlling military forces” with “leading volunteers,” would apply to our Order.

Army leadership doctrine also states that “Management is complementary to leadership,” and that “successful management requires understanding about policy, regulations, and the procedural aspects of how an organization functions as part of a larger organization.”⁵ This clearly applies to all commanders and leaders in our Order who must be familiar with the MOWW Policy Manual, Strategic Goals, CINC Directives, etc., as they carry out their assigned tasks of managing their chapter, department, region, or Order.

The conventional debate between command, leadership, and management may have been once appropriate for the military, and debates about leadership versus management may once have been likewise appropriate for the business world, but for volunteer organizations or any organizations of any type today, they are now just simply inseparable. Leaders must also manage, and managers must also lead.

While the terms “leadership” and “management” each have their definitions, both must be carried out simultaneously in an integrated way if the organization is to accomplish its mission at any level in any area. The responsibility to achieve this first falls on the commander, but then on everyone else. CDR Iftikhar Ahmed Khan’s essay on the relationship of command, leadership, and management makes this point clearly:

Leaders must have knowledge, skills, and abilities... in the “Manager” column else their leadership will never produce concrete results. Managers who do not have skills...in [the] “Leader” column will soon drive their organizations into a standstill.⁶

Volunteerism in the Order is the engine that enables “doing the work of the Order” in communities. *Commanders have the dual task to exercise leadership to motivate their Companions to volunteer, and then to diligently manage that volunteer effort to ensure*

that programs and events are successful, and to ensure Companion volunteers are fulfilled. Volunteers need to see that the time and effort they expend are “making a difference” in activities such that they are well-coordinated and directed (managed), and such that they achieve organizational goals. Leading volunteers is synonymous with volunteer engagement that inspires, trains, equips, supervises, and recognizes their contributions and sacrifices. The effective management of volunteers plays a critical role in that engagement.⁷

The concept of “effectives” is in plain view in every chapter, where only a fraction of the chapter’s members are “present for duty” at chapter meetings, with an even smaller fraction being those who will actually volunteer to work “in the field” to carry out chapter programs and participate in chapter events.⁸ Staying engaged with your effectives and working diligently to increase their numbers is critically

important—first because they are doing the work of the chapter and second because their success helps to set the standard for others to emulate in and out of the chapter.

Many members of the Order and other organizations confuse

simply joining the Order with being a volunteer in an organization. However, if there is no volunteer action “in the field,” then their membership has no effect. Creating and channeling volunteer energy in support of the Strategic Goals of the Order, and rewarding exemplars, requires both leadership and management.

Commanders must manage their chapters. The deliberate planning and staff work necessary for the chapter to operate successfully, to include recruiting, retention, outreach, and internal chapter management, must be put into a management process that provides the leaders and followers with a more effective manner of operations.

Many chapter commanders have allowed the chapter’s management functions to atrophy. Without management and supervision, plans will not be carried out effectively and the chapter will fail to

Many members of the Order and other organizations confuse simply joining the Order with being a volunteer in an organization. But, if there is no volunteer action “in the field,” then their membership has no effect.



achieve its organizational goals. The Order's Strategic Goals are also applicable at the tactical level of the chapter, for it is tactical action and success across the entire force that will achieve the objectives at scale.

Achieving MOWW's Strategic Goals requires preparatory actions, supervised execution, progress reporting, assessment of success or failure, and continuous improvement via simultaneously improving leadership, management, and operations. This is the same model well applied and reinforced by the US military to both training and operations and yet in many cases, chapters have not applied it.

To do so, chapters should conduct an honest self-assessment of the chapter annually using the MOWW Policy Manual, Appendix S, "Chapter Assessments & Tiger Team Program." Do chapter Companions electively look at the goals set

each year and report operational results and actions in response up the chain of command to the CINC, do they only do that if directed, or do they not do that at all, leaving it as a job to be done by unspecified others?

When the mission is not accomplished, do commanders at every level conduct assessments, determine the causes for failure, and develop innovative approaches in response?

Many chapters suffer from the Laws of Inertia, which state that a body at rest tends to stay at rest. In other words, it takes a strong and effective leaders and willing followers to get the chapter moving to routinely carry out activities that contribute to achieving the purposes of the Order for the good of the chapter. Is the chapter functioning or is it "stuck in Park" in a disappointing demonstration of the principle of inertia? The MOWW Policy Manual acknowledges the importance of effective chapter management by assigning this as a specific task to be addressed by Tiger Teams when they are engaged to help chapters improve "chapter and outreach program management."⁹

We must also remember, "the more infrequently chapter officers meet and the less a chapter meets, the less the chapter will be viable because reduced companionship occurs" (MOWW Policy Manual, p. 42).

Unlike the staff of military commands and organizations, the chapter staff does not report to work every day. Instead, they work asynchronously via telephone calls, Zoom sessions, and emails during their free time. In a complementary way, chapter meetings provide the opportunity to complete coordination of current and future activities, and conduct assessments of past activities and ongoing programs. If chapter meetings do not provide the opportunity for staff work coordination, then positive change will not occur. However, the monthly chapter general membership meeting alone is not sufficient for staff planning.

Many chapters suffer from the law of inertia, which is that a body at rest tends to stay at rest. "The more infrequently chapter officers meet and the less a chapter meets, the less the chapter will be viable because reduced companionship occurs."

MOWW Policy Manual

The MOWW Policy Manual, which contains a plethora of useful information in a wide range of practical areas, recommends staff meetings in addition to chapter meetings to ensure that the staff is ready to present its work at the chapter's general meeting.¹⁰ With

today's online meeting tools, it is easier than ever for commanders to call a staff meeting with the chapter staff to focus on detailed planning and coordination, which after the commander's approval, is presented as the operations plan to the general membership for implementation.

Staff work done during a chapter's general membership meetings and staff meetings must move the organization forward, with commanders and leaders exercising their managerial roles to ensure that tasks are being accomplished.

Here is a simple annual exercise: review all chapter meeting minutes from the last year, the Chapter Action Plan, the chapter's calendar of events, and the chapter's newsletters to see if the goals stated at the beginning of the year were sufficiently discussed, publicized, and worked on at the meetings, and if they were met with any real effort on the part of the



membership. If a chapter is not addressing how to improve performance at chapter meetings, exactly when and how is that to be accomplished? The Policy Manual also provides specific discriminators that chapters can use for their own self-assessments on chapter management, including focusing on recruiting, average age of membership, the number of staff meetings conducted (separate from chapter meetings), the average number of elected and appointed staff attending staff meetings, and the average number of other Companions attending staff meetings.¹¹

The Preamble states the purposes of the Order and the Strategic Goals provide the structure for organizing chapter efforts to achieve those purposes. The MOWW Strategic Plan-required Strategic Goal Report Card provides the means to assess those chapter efforts, successes, or failures each year. Commanders must both lead their staff and other Companions who volunteer to take on the roles of committee chairs and project leads, and team or program members, and who manage the chapter's internal and external programs and activities. *Commanders must also make tough decisions, be willing to admit what is not working, and be willing to seek ways to improve chapter programs and enhance operational execution.*

Once the chapter develops a Chapter Action Plan, the commander and staff must regularly assess it and its execution to determine if the plan is feasible with the fiscal and volunteer manpower resources available. They must also assess it to manage its execution to achieve the Strategic Goals of the Order and the overarching purposes spelled out in the Preamble.

No strategic (MOWW) or operational (region) victories or successes are achieved without consistent victories or successes at the tactical (chapter) level. If chapters are failing to accomplish the goals and objectives the chapters committed to in their Chapter Action Plans, then they are not effectively contributing to “the good of the Order.” Only abiding and effective leadership, management, followership, and organizational discipline, makes such victories and successes possible at any level of command. ★

Editor's Note: This article, the last in a series of three, results from a MOWW Chief-of-Staff assignment to COL Tulak (a MOWW General Staff Officer) to examine factors and trends bearing on leadership and management, and organizational effectiveness and success. The purpose is to help frame a more thorough and informed discussion while serving as a “think piece” for all Companions to help them chart chapter futures, and to guide the range of efforts needed to preserve and protect the Order while ensuring chapters are vibrant and thriving. For more information on these things, please see the MOWW Policy Manual, *The Officer Review*®, and the MOWW website, among other professional readings. ⚡

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6. CDR, Ret. Ifikhar Ahmed Khan, Pakistan Navy, (June 16, 2014, “Command, Leadership or Management? An Enigmatic Triad,” accessed from: <https://www.mbadepot.com/command-leadership-or-management-an-enigmatic-triad/>
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9. MOWW, Policy Manual, (April 2019, amended 30 October 2020), Appendix S, “Chapter Assessments & Tiger Team Program,” pp. 162, 164, & 167.
10. Ibid. p. 34.
11. Ibid., p. 174.



GENERAL PETER PACE, USMC (RETIRED)

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

General Peter Pace, USMC (Retired), served as the sixteenth Chairman of the Joint Chiefs of Staff from 2005-2007. Prior to becoming Chairman, he served as Vice Chairman of the Joint Chiefs of Staff. General Pace holds the distinction of being the first Marine to have served in either of these positions. General Pace retired in 2007 after more than 40 years of active service in the United States Marine Corps.

During his distinguished career, General Pace held command at virtually every level, beginning as a Rifle Platoon Leader in Vietnam. He also served in Europe, Japan, Thailand, South Korea, and Somalia.

Born in Brooklyn, NY, and raised in Teaneck, NJ, General Pace graduated from the United States Naval Academy in 1967. He holds a Master's Degree in Administration from George Washington University, attended the Harvard University Senior Executives in National and International Security Program, and graduated from the National War College.

In June 2008, General Pace was awarded the Presidential Medal of Freedom, the highest civilian honor a United States President can bestow.

He is currently serving on the board of directors of several corporate entities involved in management consulting, private equity, and cybersecurity. He has served on the President's Intelligence Advisory Board, the Secretary of Defense's Defense Policy Board, and the Senior Advisory Group for the Director of National Intelligence.

He has also served as an adjunct faculty member and visiting professor for the Kelly School of Business



(Indiana University), Fordham University (NY), and Georgetown University (DC). The General enjoys participating in numerous professional military education programs, and makes time to address every class of Marine second lieutenants at The Basic School.

General Pace and his wife, Lynne, are associated with a number of charities focused on supporting the troops and their families, including the Marine Corps Law Enforcement Foundation, the President George W. Bush Institute's Military Service Initiative, the Fisher House Foundation, and Our Military Kids.

[Source: US Naval Institute]

Commands:

- Chairman of the Joint Chiefs of Staff
- Vice Chairman of the Joint Chiefs of Staff
- US Southern Command
- Marine Forces Atlantic
- 2nd Battalion, 1st Marines

Wars/Battles:

- Vietnam War
- Operation Restore Hope

Awards:

- Defense Distinguished Service Medal (4)
- Navy Distinguished Service Medal
- Army Distinguished Service Medal
- Air Force Distinguished Service Medal
- Coast Guard Distinguished Service Medal
- Defense Superior Service Medal
- Legion of Merit
- Bronze Star Medal (Valor)
- Defense Meritorious Service Medal

[Source: Wikipedia]



NATIONAL OFFICER CANDIDATES FOR OY 2021

PCINC LTC JOHN H. HOLLYWOOD, USA (RET)
CHAIR, MOWW NOMINATING COMMITTEE

As a part of the 2021 MOWW Convention, the 220 General Staff and the 382 Chapter Delegates, who total a MOWW voting population of 602, will vote for the Order's National Officers from among the following candidates and from any accepted nominations from the floor. This is our most sacred duty as Companions.

FOR COMMANDER-IN-CHIEF

LTC MICHAEL A. OKIN, MD, USA (RET)



Biography. LTC Okin graduated from Washington & Lee University in 1976 (BS, Biology) and earned his MD from the University of Virginia. He completed a Family Medicine residency in 1983 (Eisenhower Army Medical Center, Fort Gordon). He deployed

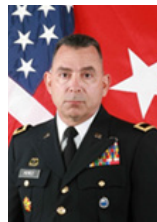
to Grenada. He later completed a Family Medicine Fellowship at the University of North Carolina, and in 1987, he transferred to the Army Reserve and moved to Lynchburg, VA, as the Associate Director, Lynchburg Family Medicine Residency Program. He later deployed during the Gulf War, after which he reentered private practice. In 1997, he retired from the Army Reserve and in 2015, he retired from medical practice. He has served as: Commander, Virginia Piedmont Chapter; Vice-Chair, Education & Training Committee; Member, Strategic Planning Committee; a VCINC; and SVCINC.

Platform. This OY will be a rebuilding year in which we will need to refocus on the fundamentals required to become a viable and sustainable Order, with chapters that are capable of successfully addressing the Order's Strategic Goals. By securing the viability and sustainability of each chapter, the chapters will then be on the solid footing needed to reinvigorate chapter recruitment and Companion involvement, both of which have suffered over the past year and are needed to ensure the Order's success. As the pandemic recedes, it is my intention to facilitate the Order's success by meeting with as many Companions as time

and resources allow to lead the rebuilding efforts. It will take more than my personal involvement to make this endeavor successful. It will require Companions to be creative, thoughtful, and innovative to make this Order successful. It will require Companions to have frequent, open, and frank communications up and down the chain of command and to acknowledge and be sensitive to something I call institutional empathy—a recognition that your voices and needs will be heard even if it appears, at times, that leadership is deaf to the suggestions and requests from individual Companions. I commit to an increased level of communication. I realize that a good leader is successful because of those in the Order that execute their vision. I challenge all Companions to exhibit the ethos of excellence, for only with this ethos can the Order fulfill its mission and accomplish its Strategic Goals.

FOR SENIOR VICE COMMANDER-IN-CHIEF

BG VICTOR S. PEREZ, USA (RET)



Biography. BG Perez graduated from the University of Puerto Rico (BS, Business Administration, *magna cum laude*) as a Distinguished ROTC Cadet. He also holds an MS (Administration Science) from Central Michigan University.

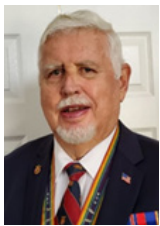
He graduated from the Airborne School, the Quartermaster Officer Basic Course, Inter-American Defense College (Fort McNair), and the Joint Task Force Commander Course (Northern Command). He previously served as the Deputy Chief of Staff for Logistics, PRARNG. His last duty assignment was Director, Joint Staff (Joint Force HQ, PRARNG) and Contingency Commander (PRARNG). Prior MOWW positions held include Commander, Puerto Rico Chapter, and VCINC.

Platform. My tenure as VCINC, member of the Top-8, and the EXCOM enriched my understanding, esprit de corps, passion, and willingness to serve the Order and now drives me to seek a term as Senior-Vice-Commander-in-Chief. "It is Nobler to Serve than to be Served." As we look ahead in the short and long



term, we all must agree that our number one goal and challenge continues to be membership: "Recruiting and Retention." We all are recruiters, and we must ask ourselves how many new members we have inducted into our chapter. The answer must be at least one. In Region VI, we are excited to share that we finally stopped the closures and began opening cadres, which by next Spring 2022 should be fully functional North-East Florida and Center Florida Chapters. We need to level the curve. We are confident that commanders at all levels are strong, professional leaders who embrace our Preamble, Bylaws, Constitution, and Strategic Plan to ensure all chapters are viable, operational, and in complete execution of our outreach programs. The imperative to "Command" is communication, up and down, across all levels. There is no command and control without communication. There is no substitute to the Companion for the direct reach of the commander. We commanders in our leadership role are responsible to build the synergetic team that will execute our Chapter Action Plans and reach our objectives. We need to be accountable for results. The current COVID Pandemic situation is one of incredible challenges, which moves us to use all available virtual platforms to continue our meetings. As the situation permits, we can combine hybrid and in-person meetings. The option of not meeting is not an option. I am a member of various veterans organizations and humbly and proudly I dare to say that none of them do what we do. We truly make a difference with our youth, our communities, and our nation. Serving in this Order is extremely gratifying precisely because of what we do. Believe it; we make a difference. The Order needs our leadership. I can attest from my tenure as VCINC that we are all willing, committed, and ready to "Unite to Establish" the Military Order of the World Wars.

MAJ ROBERT J. WILLIAMS, USAF (RET)



Biography. Maj Williams received an Air Force commission in 1969. He served as an aircraft maintenance officer at Ellsworth AFB, U-Tapao Airfield, Offutt AFB, Chanute AFB, RAF Mildenhall, and Minot AFB. Retiring in 1988, he next spent 24 years with FlightSafety International as an Instructional Developer and Project Specialist, retiring again in 2014. As a Companion, he was the Fort Worth Chapter Junior Vice Commander, Senior Vice

Commander and Chapter Commander. He was also the Chair, Scouting Committee, a General Staff Officer, an appointed EXCOM member, the Adjutant/Treasurer and Commander, Region VIII, and a VCINC.

Platform. Recruiting can happen only at the chapter level, and only if the local communities know who we are and what we are about. This starts by "showing the flag" and becoming a visible presence within the community by actively advocating the tenets of our Order. It is our responsibility to increase the Order's visibility and Companion involvement in their local communities by: First, using the existing MOWW video to create multiple 30-second to two-minute video clips, which chapters can use and provide to local media outlets as advertising and recruiting tools; second, encourage chapters to use the chapter satellite concept to involve distant Companions in ROTC/JROTC, Scouting and Youth Leadership outreach within their local communities; third, MOWW can take the lead within local communities and partner with other Veteran Service Organizations and patriotic organizations in hosting and conducting frequent patriotic events and round table discussions on patriotism.

FOR VICE COMMANDER IN CHIEF

COL MICHAEL P. PECK, USA (RET) REGION II



Biography. COL Peck retired in 2017 as Superintendent, Veterans Assistance Commission, Lake County, IL. He served as Superintendent 2006 to 2017. Previously he served as a Sergeant in the Galesburg Police Department for 24 years. Mike is a graduate of Western Illinois University with a BA in Administration of Criminal Justice and an Association Degree in Law Enforcement Administration from Carl Sandburg College. Mike served in Vietnam with the 18th MP Brigade (1968–1970) as a Sergeant and was commissioned as a 2LT from Infantry OCS at Fort Benning and returned to Vietnam in 1971. He retired from the Army Reserve as a Colonel with the 86th ARCOM in 1996. He is currently the Chairman, Illinois Department of Veterans Affairs Advisory Council, and serves as the Vice Commander, Region II (MOWW). He has served as a volunteer for the Illinois Committee for Employer Support of the Guard and

Reserve for the past 43 years, assisting Guard and Reserve members with understanding employment rights. He twice previously served as the Commander, Region X (MOWW). He also served on the Illinois Department of Veterans Affairs Advisory Council since 2007. He is former National Vice President of the Reserve Officers Association and is a former Post Commander in the VFW and the American Legion.

Platform. For MOWW to be a relevant patriotic and veterans organization, we need to participate in the legislative process. We are listed as a 501 (C) (19) non-profit organization by the IRS. This means we are a veterans organization, and we should help veterans with their legislation. I represent MOWW on the Illinois Department of Veterans Affairs Advisory Council. We look for resolutions from the veterans organizations. Annually, the Chicago Chapter has produced resolutions, and these should be passed to Congress, but this does not happen. We have a problem at the Abraham Lincoln National Cemetery in Illinois, and again MOWW needs to play a role in resolving the problem of the truck traffic going through the cemetery. This is disrespectful. It would never happen at Arlington, but it happened at our national cemetery in Illinois. This requires an Illinois resolution but requires national attention as well. Each year, I visit the 12 senior ROTC detachments in the state of Illinois. We also have over 30 JROTC units in Illinois. In fact, Chicago has the largest JROTC program in the nation. We really need to look at a cadet membership. This is enough to get them started so when they are first commissioned, let them be a member for two years and then they can decide if the organization can represent them. We need to introduce MOWW to the Guard/Reserve and we can do this by telling them we represent them and help them by passing legislation that assist them and their families. This past year, the pandemic has cause great hardship on the employers of the Guard/ Reserve members. We introduced legislation to get a tax credit for these employers. We also recognized that the pandemic has created secondary PTSD with the family caregivers and we've also introduced a tax credit to assist them. More importantly, we are looking at a program where they can go for assistance but this should not just be a state—it should be a national program and we should each year at the MOWW Convention be passing resolutions that MOWW can promote to Congress. Programs and patriotism can promote membership.

The MOWW legislative program, with our patriotic program, can increase membership as we show the nation that we care for those who defend.

CAPT EDWARD W. GANTT, USN (RET) **REGION IV**



Biography. Captain Gantt enlisted in the US Army after high school, having been drawn to aviation since his early years. He served a 12-month tour in South Vietnam as a helicopter door gunner and crew chief. Separating from the Army in early 1972, he eventually

enrolled at Howard University, DC. He earned a Bachelor of Science degree in 1997. Deciding to pursue aviation one more time, he entered the US Navy's Aviation Officer Candidate School. Completing aviation school in 1978, he earned his Naval Flight Officer wings and was selected for aviation training in the F-14 Tomcat at Naval Air Station Oceana, VA. For the next 27 years, he flew from the decks of USS Dwight D. Eisenhower, USS Saratoga, USS Forrestal, USS Carl Vinson, and USS Independence. He took command of Fighter Squadron 31 at Naval Air Station Miramar, CA in 1992 and began serving with the Navy's West Coast Fighter Wing. He is a graduate of the Industrial College of the Armed Forces, DC, and of the Indian National Defense College, New Delhi, India. In 2000 and 2001, he commanded the Navy Recruit Training Command at Great Lakes, IL, the Navy's only Boot Camp. Retiring from the Navy in 2003, he began teaching within the public-school systems of Washington, DC, and Prince George's County, MD. He has since served as the Senior Naval Science Instructor at four different high schools in those two school systems while heading up their Navy JROTC programs. He served as Vice Commander, Prince George's County Chapter, prior to his election as Region IV Commander in 2020.

Platform. I believe it is nobler to serve than to be served, and that has influenced most of my decisions and actions over the past 50 years. The Order's active involvement in developing future leaders from among our nation's youth was a particularly inspiring mission that I intend to assist in every way possible. My highest priority will be to work diligently in support of our Order's Strategic Goals. As a key member near the middle of our chain, from the CINC to each Companion, I fully recognize the critical importance of the two-way communication up and down the chain.



That communication responsibility will be effective with the specific intent to keep our Order's leaders, our chapters, and our Companions all informed as much as possible. Our Order has a long tradition of service to and in our communities where our veterans and families live. To continue providing that service to veterans and families, our membership must remain actively involved in support of the mission. With the passing of time, the torch must be passed. We are approaching an era where the future leaders of the 21st century are rapidly approaching college graduation. Our Order must play a role in developing an attitude among that generation that it is nobler to serve than to be served. That will be a major focus of my time and energy.

LTC CHARLES R. CONOVER, JR., USA (RET) **REGION VI**



Biography. LTC Conover graduated from college in 1962 with a degree in mechanical engineering and was commissioned a second lieutenant in Air Defense Artillery. Next, he transferred to the Wisconsin Army National Guard (1965) and was assigned to 2/632 Armored Battalion in Green Bay, WI, as the battalion motor officer through its redesignation as the 1/127 Infantry. He also served as the *aide-de-camp* to the Adjutant General of Wisconsin for two years. Next, he served as the S-4 and later as the S-3. Transferred to 64 RAOC as the XO, he was promoted to XO of Troop Command in 1984 and retired from the Wisconsin Army National Guard in 1986. As a civilian, he worked for Paper Converting Machine Company for 23 years and then was the VP/GM of the Hayssen Paper Packaging Machinery Division, a Bemis Company, until the division was sold. After retiring to Florida in 2010, he started C. C. Consulting, offering engineering and application services to the paper, film, and foil industries. He has been a Companion since 2011 (Sun City Center Chapter) and has twice served as its commander, and multiple times as the Region VI Commander. He has served as the Chair, Council of Area Commanders, and as an EXCOM member, since being appointed in 2021. As Commander of Region VI, he led his region team in starting one new cadre in North East Florida and he hopes to have a second cadre for The Villages (FL) by the 2021 Convention.

Platform. If elected to the position of Vice-CINC, I will continue focusing on increasing membership

in MOWW while stressing our motto, "It is nobler to serve than it is to be served," and our tag line, "Serving youth, community, and nation," to engage fellow officers and encourage them to join MOWW and continue their service. My region's chapters have excelled in many outreach programs and as a VCINC, I would use the experience in the successes of the region's chapters and the region to reinforce the Order's Strategic Goals.

LT COL MARLON RUIZ, USAF (RET) **REGION XIII**



Biography. During Lt Col Ruiz's 27-year Air Force career, he initially served for two years in the enlisted corps as a wideband field communications technician. He then served for an additional 25 years as a commissioned officer. As an officer, he was a military aviator, but he also served as a service academy instructor (USMA and USAFA), a diplomatic liaison officer, a Foreign Area Officer, and he provided security assistance in the interagency world. After retirement, he served as an AFJROTC Senior Academic Instructor and as a distance learning program instructor (defense contractor) with C2 Technologies, Inc.

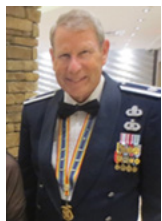
Platform. Given the many uncertainties and challenges in today's domestic and national stage, there has never been a more urgent need for MOWW and what we do to help instill national patriotic education and our nation's core values. If we are to posture the Order to meet the many challenges before us, it is therefore incumbent upon us all as faithful fellow Companions to help raise national public situational awareness of our core values and to help fortify our nation for the perils and challenges to come.

I have spent nearly 13 years dedicated to learning all I can about our Order's early beginnings and its legacy as a purveyor of servant leadership and proponent of lifelong selfless service. During my preparation efforts to become a truly conscientious and meaningful MOWW mission contributor, I have dedicated my personal research and development efforts to studying and analyzing the Order's noble mission and how our business practices translate in today's highly competitive veteran service organization community partnership environment. Of critical importance is having a clear comprehensive fundamental understanding of how the MOWW brand and its

mission helps influence and prepare tomorrow's future leaders of this great nation.

My proven military training, certifications, personal experiences, and acquired special technical skillsets make me a highly effective MOWW mission engagement contributor. As a fellow Companion, I bring specialized and timely personal experiences and capabilities that, when coupled with the Order's most crucial organizational engagement mission, will guarantee its increased competitiveness among today's veteran service organization community contributors and will continue to make MOWW a prime resource in offering effective and dedicated youth invested services, as it continues to highlight the Order as a highly respected community partner for the foreseeable future.

Lt COL DAVID J. WORLEY, USAF (RET) **REGION XIV**



Biography. Lt Col Worley has been a proud MOWW Companion since 2011, having retired from a full Air Force career and, after that, having retired from serving as a AFJROTC Instructor. He is currently the Commander, GA Bradley-COL Hanson Chapter, which

hosted the 2019 Centennial National Convention (Simi Valley). He is also the current Director, Greater Los Angeles Youth Leadership Seminar; the current Assistant Director for Operations and Curriculum Development (Thousand Oaks Youth Leadership Conference). and a former Commander, Department of Central California, a former Commander, Region XIV.

Platform. I am requesting your vote for the office of Vice Commander-in-Chief (VCINC). Simply put, the position is about leadership. Having had the privilege and honor to serve in numerous leadership capacities within MOWW, I am well prepared to serve you and the Order at the highest level that the office requires. We need a long-range, national plan that revitalizes our Order, including a broad public relations (and social media) campaign, a pin-point focus on our community outreach, constructive administrative reform, and expanding (not contracting) our Order by appealing to today's younger generation of officers. Leaders "make things happen," and that has always been my leadership standard. I am also a reformer by nature, constantly seeking ways to improve and identify smarter ways to get things done. This is what

I did when I was in the Air Force, what I did when I was a teacher, and that is what I have been doing in my leadership capacities within the Order. We all know there is an "elephant in the room," i.e., declining membership and a diminishing level of functional chapters. The question is "What can we do about it?" I do not see the glass as "half empty" but as "half full" because I believe there is plenty we can do to revitalize the Order. As a chapter commander, I implemented a bold five-year plan to revitalize a chapter that was marginally functioning. Our mantra: "If you build the chapter properly, they will come." We hosted the highly successful Centennial MOWW Convention, we rewrote our Bylaws and re-established a robust Community Outreach Program, and we now have a heavy focus on our Order's strength, which is a youth leadership, recognition, and the Patriotic Education Program. Despite the pandemic, we successfully implemented two major Veterans Outreach Programs that are now chapter staples. We also implemented a bold public affairs and social media program, and we continue to increase chapter membership that includes a younger generation of officers. As a Region Commander, I implemented a growth and vitalization plan that is still in effect, which focused on increased community outreach and membership growth. In doing so, I engaged each chapter, listened to their needs, and provided them the tools they needed to facilitate their vibrancy and "mission success." At the national level, we need to take the same approach I took at the chapter and region levels. As we move out of the constraints caused by the pandemic, I hope that you entrust me to be part of today's leadership tasked with ensuring our Order thrives and endures for another 100 years. Your vote will be most humbly appreciated.

FOR TREASURER GENERAL

LCDR PAUL B. WEBB, SC, USN (RET)



Biography. Following graduation from Ottawa University with a BA in Finance, LCDR Webb entered the Navy Supply Corps through Officer Candidate School. His initial assignment was Supply Officer of USS Sam Rayburn where he qualified in submarines and completed three strategic deterrence patrols. Paul entered the Business/Financial Management Intern Program with the NAVSEA Aircraft Carrier Project Office during the time in which two nuclear carriers were procured on



a single contract for the first time. Sea duty on the USS Proteus, homeported in Guam, was followed by Naval Postgraduate School where Paul earned a MS in Management, focusing on acquisition contract management. This led to his assignment as the Deputy Director of Contracts at NAVPRO/DPRO Sikorsky Helicopter in Stratford, CT. He was then assigned to USS Orion homeported in La Maddalena, Sardinia, Italy as the Assistant Supply Officer. His final assignment was Material Division Director at the Seabee base, Port Hueneme, CA, where he retired. Following his Navy career, Paul moved into education through the Troops to Teachers Program, teaching middle school mathematics and science. Paul was among the first Mathematics Specialists for Elementary and Middle Education in Virginia. Additionally, he taught math classes for teachers as an adjunct professor for UVA. He twice was recognized as a Teacher of the Year, and once as the Bedford County Middle Schools Teacher of the Year. He retired from teaching in 2014. In his retirement, he is a yoga teacher, specializing in yoga for cancer and cardiac patients/survivors, and for people in addiction recovery. He is a member of the Virginia Piedmont Chapter and has served for many years as its treasurer and adjutant. In March 2018, he was appointed Assistant Treasurer General and in 2019 was elected Treasurer General. He co-chairs the Finance Committee, which is responsible for oversight of MOWW's finances. Successful management of finances has resulted in clean audits during his tenure. His primary function as Treasurer General is to manage compliance with the IRS requirement that chapters file IRS Form 990N each year. His aggressive management of the process resulted in all chapters filing during calendar year 2020. This is significant because every chapter of MOWW was therefore eligible for and received the P&M Dividend in spring 2021, providing much needed funds to ensure the on-going success of the chapters and the Order.

Platform. LCDR Webb intends to continue to aggressively manage the filing of required IRS forms, to provide support for newly formed cadres to ensure their financial operations support the requirements of MOWW By-Laws and Policy Manual, and to maintain the record of accomplishment of clean financial audits.

FOR JUDGE ADVOCATE GENERAL

MAJ ANDREW J. RODNITE, JD, USA (FMR)

Biography. MAJ Rodnite was a practicing attorney for 53 years. The first five were as JAGC, with the balance of 48 years as a civilian attorney. During that time, he



served 20 years on the federal bench, until his retirement in 2006. He was admitted to the bar in NY, NJ, DC, FL, and SCOTUS, and in most federal courts in these jurisdictions: District Court of New Jersey, District Court of DC, DC Court of Appeals, Middle District of Florida, 5th Circuit

Court of Appeals (FL), 11th Circuit Court of Appeals (TX). He is an active member of the NJ and FL Bar Associations. He joined MOWW in 2007 and served at chapter and national level as the Judge Advocate and Judge Advocate General, respectively, and as the chapter Law & Order Committee Chair. In that latter role, he arranged annual Law Day programs involving guest speakers from the legal, law enforcement and first responder communities.

Platform. With over 54 years of varied legal practice and experience, I pledge to keep up to date by completing annual CLE (Continuing Legal Education) courses to maintain proficiency and current knowledge of legal issues and developing precedent to provide the best and most up to date legal advice and research in support of the Order.

FOR SURGEON GENERAL

CPT ROBERT E. MALLIN, MD, USA (FMR)



Biography. Dr. Mallin is a graduate of Adelphi University and New York Medical College. He is certified with the American Board of Plastic and Reconstructive Surgery and is a Fellow

of the American College of Surgeons. While in the US Army (1966-1968) he earned a Bronze Star, Purple Heart and Air Medal, and a Combat Medical Badge. In private practice (1975-1994), he was the Alaskan State Physician of the Year.

Platform. I have been writing medically informative articles for *The Officer Review*® for over a decade. I believe that continuing to deliver topical medical information

articles in *The Officer Review*® is important for the membership and commit to continuing to do so.

FOR CHAPLAIN GENERAL

LCDR DEBRA F. ROGERS, ED.D., USN (RET)



Biography. LCDR Rogers is a retired naval officer with more than twenty years of expert military and corporate business experience parlayed with education. As a career Navy logistics officer, Debra served as a logistical expert, globally and domestically.

She currently serves as the Senior Naval Science Instructor at Potomac Senior High School, Naval Science Department. Under her leadership, the program has been ranked in the top 20% nationally among other Navy JROTC programs. LCDR Rogers describes herself as an inspirational leader who consistently delivers results via her genuine passion for selflessly helping others. She is a strategic thinker who relies on strong collaborative partnerships. Debra holds seats on several committees in professional, military, and civic leadership organizations. LCDR Rogers holds a Doctor of Education Degree in Leadership with a focus in Organizational Leadership from the City University of Seattle, a Master of Science in Liberal Studies degree with a concentration in teaching and learning from Fort Hays State University, and a Master of Science in Administration degree from Central Michigan University with a focus in Business Administration. Additionally, she obtained two Bachelor of Science degrees in Business concentrating on Global Business Management and Business Administration and Management from the University of Phoenix and Limestone College, respectively.

Platform. As Chaplain General, my strategic vision has been simple: a practical, all-inclusive approach to religion steeped in God's word. The platform will focus on providing strategies about fostering love, hope, resilience, understanding, and helping others in need. Now, it is more important than ever to become more collectively community-centric with a laser-focus on reaffirming that "we are all in this together." While human beings have a natural inclination to feel that caring for and loving others is a worthwhile endeavor, it is crucial to reaffirm as a community, without reservation, that every human being deserves love, compassion, and help when needed. This platform complements the organization's volunteerism focus. In the short and long-term, this platform can provoke increased volunteer participation at the local chapters.

FOR HISTORIAN GENERAL

LTC ARTHUR B. FOWLER, USA (RET)



Biography. After LTC Fowler graduated from Texas A&M University in 1971, he accepted a regular commission in the US Army, serving in Armor and Ordnance Corps assignments. From 1976 to 1989, he was in the Army Reserve Troop Unit Program in Civil

Affairs and Ordnance units. Following graduation from Command and General Staff College, he entered the Individual Mobilization Augmentee (IMA) program with assignments in several Army Materiel Command depots. His last assignment before retiring in 1999 was as the IMA Commander of Anniston Army Depot (AL). While there, he was closely involved with the Center of Military History Clearing House. In the private sector, he is retired from the Information Systems Division of the National Office of the Boy Scouts of America. He joined MOWW in 2006 as a Perpetual Member of the Pinson Memorial Chapter (Region VIII) and has held various chapter positions since, including serving three years as the chapter commander. He was also the director of the Southwest Youth Leadership Conference for seven years (Texas Wesleyan University) and he has served as the MOWW Historian General since 2014.

Platform. The MOWW historical archives are stored and maintained at Stanford University by the Hoover Institution Library and Archives in Palo Alto, California. The archives were closed all of 2019 due to building renovations and were to reopen in the spring of 2020. However, they remain closed until further notice due to the COVID-19 Pandemic. The items I have received during this time will be submitted to Hoover when they reopen. It has been my policy that before submitting any material to the Hoover Archives, I make and store digital images so that a visual record of all new submissions is available. The storage of our archives there goes back to 1931 and there are now 360 archival boxes in the collection. In my several visits there since 2014, I have created digital images of many interesting items from the boxes I have examined. I intend to use these to create a set of historical documents and photos that can be viewed by any Companion from the MOWW website using a procedure like that now in place for chapter newsletters. Future visits will increase the number of items available for this feature. Inputs and communications from chapter and region historians is welcome and encouraged. ★



2021 MOWW CONVENTION AGENDA | DEARBORN, MICHIGAN

★ ATTENDEES AND GUESTS MUST COMPLY WITH ALL CDC, MICHIGAN, AND MOWW COVID-19 REQUIREMENTS ★

Make your hotel reservation. Use this NEW LINK to get a free breakfast & so the Host Chapter gets credit for the room
<https://doubletree.hilton.com/en/dt/groups/personalized/D/DTTDBDT-MOW-20210731/index.jhtml>

TUESDAY, 3 AUGUST 2021 DRESS: CASUAL				
TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0900*	Tour 1: Golf Tourney (*Tee-Off)	Tournament Players Club Golf Course		All Attendees
WEDNESDAY, 4 AUGUST 2021 DRESS: CASUAL FOR ALL EVENTS UNLESS OTHERWISE NOTED				
TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0800-0930	Pre-Convention EXCOM Breakfast (AV)	(H-Square, 15)	Henry Ford Exec Boardroom	EXCOM Members
1800-2100	CINC Welcome Dinner (AV)	(Banquet, 140)	Great Lakes Ballroom	All Attendees
1015-1700	Tour 2 ("All-Hands"): The Henry Ford (Museum) & Ford Rouge Plant (Dearborn)			All Attendees
1100-1700	Tour 3 ("All-Hands"): Detroit Institute of Arts & Motown Museum (Detroit)			All Attendees
THURSDAY, 5 AUGUST 2021 DRESS: CASUAL (HANN-BUSWELL MEMORIAL CHAPTER DINNER: MESS DRESS)				
TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0700-0830	Council of Past CINCs Working Breakfast	(H-Square, 20)	Fairlane	CPC Members + Guests
0900-1045	Convention I MOWW Business Session (AV)	(Classroom, 140)	Great Lakes Ballroom	All Companions
1100-1200	SVCINC: Region & Department Roundtable	(Classroom, 40)	Fairlane	Region & Dept Cmdrs + Top-8
AS DESIRED LUNCH				
1300-1400	Council of Area Commanders (CAC)	(Classroom, 40)	Fairlane	CAC Members + Top-8
1415-1500	Strategic Growth Committee Outbrief (AV)	(Classroom, 140)	Great Lakes Ballroom	All Companions
1515-1630	PEC, ROTC & Scouting Outreach Roundtables	(Theater, 140)	Dearborn & Southfield	All Companions
1600-1645	Hann-Buswell (HB) Chap Mtg (AV)	(Banquet, 80)	Dearborn & Southfield	Hann-Buswell Chap Mbrs
AS DESIRED DINNER				
1900-2100	Hann-Buswell Memorial Chapter Dinner (AV)	(Banquet, 80)	Dearborn & Southfield	HB Mbrs / Guests
1015-1700	Tour 4: The Henry Ford (Museum) & Greenfield Village		Dearborn	All Attendees
0930-1530	Tour 5: Detroit Historical Museum & Motown Museum		Detroit	All Attendees
FRIDAY, 6 AUGUST 2021 DRESS CASUAL (DETROIT BELLE DINNER CRUISE: COAT & TIE)				
TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0700-0745	Non-Denominational Worship Service (AV)	(Theater, 140)	Dearborn & Southfield	All Attendees
0800-0845	MOWW Candidate Presentations (AV)	(Banquet, 140)	Great Lakes Ballroom	All Companions
	(0830-1030: Teller Meeting)	(Box Square, 20)	Fairlane	Tellers
0900-1030	National Officer Elections (AV)	(Banquet, 140)	Great Lakes Ballroom	Gen Staff + Chap Delegates
1100-1300	MOWW Awards Luncheon (AV)	(Banquet, 140)	Great Lakes Ballroom	All Attendees
1330-1500	Convention II General Staff Meeting (AV)	(Classroom, 150)	Great Lakes Ballroom	MOWW General Staff
AS DESIRED DINNER				
1600-2030	Tour 6: Diamond Belle Dinner Cruise	Detroit River		All Attendees
SATURDAY, 7 AUGUST 2021 DRESS CASUAL (CINC BANQUET: MESS DRESS)				
TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0730-0900	MOWW Memorial Service	(Banquet, 140)	Great Lakes Ballroom	All Attendees
0915-1015	What is a Chapter?	(Theater, 140)	Dearborn & Southfield	All Companions
1030-1115	Board of Trustees (BOT)	(H-Square, 15)	Henry Ford Exec Boardroom	BOT, CINC, SVCINC, CS
1030-1145	Public Relations & Social Media Tutorial (AV)	(Theater, 140)	Dearborn & Southfield	All Companions
AS DESIRED LUNCH				
1600	New CINC & Spouse Photographs		Great Lakes Ballroom	CINC-Elect, Chief & Photog
1800-2000	CINC Banquet—Mess Dress (AV)	(Banquet, 140)	Great Lakes Ballroom	All Attendees
	Distinguished Service Award recipient & Honorary Commander-in-Chief: Gen Peter Pace, USMC (Ret)			
SUNDAY, 8 AUGUST 2021 DRESS: CASUAL				
TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0900-1130	Post-Convention EXCOM Breakfast (AV)	(H-Square, 15)	Henry Ford Exec Boardroom	EXCOM Members
0900-1030	EXCOM Spouse "Meet 'n' Greet" Breakfast	(H-Square, 15)	Fairlane	Spouses (Host: CINC Spouse)

★ HOSPITALITY ROOM LOCATION: ROOM 124

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COVID-19 GUIDELINES FOR THE 2021 MOWW CONVENTION:

- ALL ATTENDEES MUST WEAR MASKS AT ALL TIMES EXCEPT WHEN EATING OR DRINKING. ATTENDEE TEMPERATURES WILL BE TAKEN AT THE START OF EACH DAY, AND NEW MASKS WILL BE ISSUED AT THE START OF EACH DAY AND AT MID-DAY TO ALL ATTENDEES.
- ALL ACTIVITIES WILL REFLECT "SOCIAL DISTANCING," I.E., KEEPING A SAFE SPACE BETWEEN YOURSELF AND OTHER PEOPLE WHO ARE NOT FROM YOUR HOUSEHOLD. TO PRACTICE SOCIAL DISTANCING, STAY AT LEAST 6 FEET (ABOUT 2 ARM LENGTHS) FROM OTHER PEOPLE WHO ARE NOT FROM YOUR HOUSEHOLD IN BOTH INDOOR AND OUTDOOR SPACES AT ALL TIMES, IN ALL LOCATIONS.
- MEETINGS, TABLE SET-UPS, SEATING, AND/OR PLACE SETTINGS MAY NOT BE MOVED FROM THEIR INTENDED POSITIONS.
- ALL MEALS WILL BE PLATED. THERE WILL BE NO BUFFETS, RECEIVING LINE, OR RECEPTION.





2021 MOWW Convention | TOURS -Transportation included

★ ATTENDEES AND GUESTS MUST COMPLY WITH ALL COVID-19 REQUIREMENTS ★

Make your hotel reservation. Use this [NEW LINK](https://doubletree.hilton.com/en/dt/groups/personalized/D/DTTDBDT-MOW-20210731/index.jhtml) to get a free breakfast & so the Host Chapter gets credit for the room



Tour 1: GOLF TOURNEY AT TOURNAMENT PLAYERS GOLF CLUB. (TUESDAY, 3 AUGUST 2021; TEE OFF: 0900) TPC is a stunning Jack Nicklaus Signature Course that golf legends such as Jack, Arnold Palmer, Chi Chi Rodriguez and others played when the course hosted the Senior Players Major Championship (16 times). The Club provides members and guests with a masterfully designed, superbly landscaped and expertly maintained course that offers a thoroughly enjoyable experience for golfers of all skill levels. **Cost/person \$65.00 (includes lunch— drinks separate). LIMIT: Limit: First 48 people.**



Tour 2 ("ALL HANDS"): THE HENRY FORD [MUSEUM] & FORD RIVER ROUGE PLANT (WEDNESDAY, 4 AUG 2021, 1015-1700) In the museum, discover America's culture and "can-do" spirit—and hundreds of hands-on ways to enjoy it in **The Henry Ford Museum** of American Innovation—Lincoln's Ford Theater chair, President Kennedy's Dallas car, Rosa Parks' bus, historic cars—and **tour Ford's River Rouge F-150 truck factory** to see trucks actually being made and the largest green roof in the world. **Cost/person \$55.00 (lunch separate). Limit: First 100 people.**



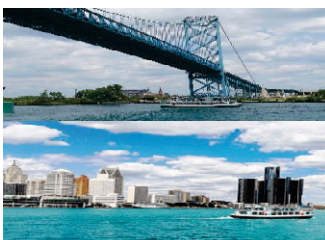
Tour 3: DETROIT INSTITUTE OF ARTS (WEDNESDAY, 4 AUGUST 2021, 1100-1600) The Detroit Institute of Arts, located in Midtown Detroit, Michigan, has one of the largest and most significant art collections in the United States. **The DIA** collection is regarded as among the top six museums in the United States with an encyclopedic collection which spans the globe from ancient Egyptian and European works to contemporary art. A feature is the Diego Rivera mural of Detroit Industry. **Cost/person \$30 (lunch separate). Limit: First 30 people.**



Tour 4: THE HENRY FORD [MUSEUM] & GREENFIELD VILLAGE (THURSDAY, 5 AUG. 2021, 1015-1700) In **The Henry Ford Museum**, discover America and the hundreds of hands-on ways to explore it and enjoy American Innovation—Lincoln's Ford Theater chair, President Kennedy's Dallas car, Rosa Parks' bus, historic cars. Experience **Greenfield Village** and see early American homes, Menlo Park (Edison's laboratory), the Wright Brothers workshop, Historic Districts and much more. **Cost/person \$55.00 (lunch separate). Limit: first 100 people.**



Tour 5: THE MOTOWN AND DETROIT HISTORICAL MUSEUMS Visit both in one tour! **(THURSDAY, 5 AUG 2021, 1000-1500 & 1100-1530) Two busses; limit 20 people in each bus.** At the **Motown Museum**, step into an era of musical magic. Tour Hitsville U.S.A., the birthplace of the Motown Sound. Stand where the Temptations, Four Tops, Miracles and Supremes—and many more of your favorite Motown artists - recorded their famous songs. At the **Detroit Historical Museum**, see Detroit as it used to be: Cobblestone streets, 19th century stores, and a fur trading post from the 1700s are only a few of the wonders that visitors see. Permanent exhibits include *Detroit: The Arsenal of Democracy*, and *Doorway to Freedom: Detroit and the Underground Railroad* exhibition. A Special Exhibit of the 1920's will include a panel on MOWW 1920 Convention in Detroit! **Cost/person \$55.00 (includes lunch at the Detroit Historical Museum). Limit: First 40 people.**



Tour 6: DIAMOND BELLE RIVERBOAT DINNER CRUISE (FRIDAY, 6 AUGUST 2021, 1600-2030) Sailing the Detroit River since 1993, the **Diamond Riverboat** crew will highlight popular and hidden sightseeing gems on the water. The Diamond Belle Cruise Ship's crew brings these locations to life with interactive narrated tours. From the beautiful landscape of historical Belle Isle to the Ambassador Bridge (the worlds most travelled international bridge) and back, you will see the full skyline of both Detroit, USA and Windsor, Canada. You may also see the only floating Post Office in the country on your trip. **Cost/person: \$70 (Dinner included; drinks separate). Limit: First 100 people.**

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2021 MOWW CONVENTION REGISTRATION (Fill in ALL INFORMATION)

★ ATTENDEES AND GUESTS MUST COMPLY WITH ALL CDC, MICHIGAN, AND MOWW COVID-19 REQUIREMENTS ★

Make your hotel reservation. Use this NEW LINK to get a free breakfast & so the Host Chapter gets credit for the room

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Attendee #1 Name (First - MI - Last - Suffix):

Rank: _____ Service: _____ Companion: Yes/No (circle one) Phone: _____

Address: _____ Email: _____

Arrival Airline / Flight # / Date / Time: _____

Departure Airline / Flight # / Date / Time: _____

Hotel Reservation #: _____ Arrival Date: _____ Departure Date: _____

Chapter Name: _____; Region: _____

Current Positions (check all that apply): ☐ CINC; ☐ SVCINC/VCINC; ☐ Chief of Staff; ☐ Treasurer General;

☐ MOWW Trustee; ☐ GSO; ☐ Region Commander; ☐ Department Commander; ☐ Chapter

Commander; ☐ Committee Chair; ☐ YLC/YLS Director; ☐ PCINC; ☐ Companion Emeritus; ☐ N/A

Need ADA-Compliant Room: Yes / No (circle one) Dietary Requirements: _____

ATTENDEE #2 NAME (FIRST - MI - LAST - SUFFIX):

Rank: _____ Service: _____ Companion: Yes/No (circle one) Phone: _____

Address: _____ Email: _____

Arrival Airline / Flight # / Date / Time: _____

Departure Airline / Flight # / Date / Time: _____

Hotel Reservation #: _____ Arrival Date: _____ Departure Date: _____

Chapter Name: _____; Region: _____

Current Positions (check all that apply): ☐ CINC; ☐ SVCINC/VCINC; ☐ Chief of Staff; ☐ Treasurer General;

☐ MOWW Trustee; ☐ GSO; ☐ Region Commander; ☐ Department Commander; ☐ Chapter Commander; ☐

Committee Chair; ☐ YLC/YLS Director; ☐ PCINC; ☐ Companion Emeritus; ☐ N/A

Need ADA-Compliant Room: Yes / No (circle one) Dietary Requirements: _____

COMPANION REGISTRATION: NLT 1 JUN 21: \$265; AFTER 1 JUN 21: \$310. # _____ x \$ _____ = \$ _____

CINC Welcome Dinner (INCLUDED); Wednesday, 4 Aug 21. Plated dinner. Menu: Entrée options below.

- Entrées: Salmon with Maple Walnut Sauce (F) or Split Sirloin of Beef (B). Each with creamy mashed potatoes, fresh seasonal vegetables, mixed green salad, and baked rolls with butter.
- Entrée-Code-Number of Entrées (e.g., F-1, B-1): _____

MOWW Awards Luncheon (INCLUDED); Friday, 6 Aug 21. Plated luncheon. Menu: Entrée options below.

- Entrées: Paprikash Chicken topped with a creamy, sweet Paprika Sauce (C); Pan-Roasted Walleye with Pan-Roasted Honey Glaze (F); Chef's Selection Vegetarian (V); Spinach Salad w/Vinaigrette & Michigan Fruit Cup.
- Entrée-Code-Number of Entrées (e.g., C-1, F-1, V-1): _____

CINC Banquet (INCLUDED), Saturday, 7 Aug 21. Plated dinner. Menu: Entrée options below.

- Entrées: Roast Prime Rib with a Natural Jus and Cream Horseradish Sauce (B); Panko-Crusted Chicken with Mushroom Marsala Demi-Glace (C); Broiled Whitefish garnished with a Caper Relish (F); with vegetables, salad, and dessert (Raspberry White Chocolate Cheesecake Brûlée)
- Entrée Code-Number of Entrées (e.g., B-1, C-1, F-1): _____

NON-COMPANION À LA CARTE MEAL PRICES (ONLY): SEE A LA CARTE PRICING FOR THE BUFFET, LUNCHEON & BANQUET.

CINC Welcome Buffet (Wednesday, 4 Aug 21) 21 à la carte price: # _____ x \$50 = \$ _____

Awards Luncheon (Friday, 6 Aug 21) à la carte price: # _____ x \$39 = \$ _____

- Entrées (see above): Paprikash Chicken (C), Roasted Walleye (F); Chef's Vegetarian (V); w/salad, dessert
- Entrée-Code-Amount (e.g., C-1, F-1, V-1): _____

CINC Banquet (Saturday, 7 Aug 21). Non-Companion à la carte price. # _____ x \$79 = \$ _____

- Entrées: Prime Rib (B); Panko-Crusted Chicken (C); Broiled Whitefish (F); w/vegetables, salad & dessert
- Entrée-Code-Amount (e.g., B-1, F-1, V-1): _____

Convention Tours

Tour 1: Tournament Players Club (TPC) Golf Course (3 Aug 21) # _____ x \$65 = \$ _____

Tour 2: Henry Ford [Museum] & Ford Rouge F-150 Plant (4 Aug 21) # _____ x \$55 = \$ _____

Tour 3: Detroit Institute of Arts (4 Aug 21) # _____ x \$30 = \$ _____

Tour 4: Greenfield Village & Henry Ford [Museum] (5 Aug 21) # _____ x \$55 = \$ _____

Tour 5: Detroit Historical Museum & Motown Museum (5 Aug 21) # _____ x \$55 = \$ _____

Tour 6: Diamond Bell Dinner Cruise (6 Aug 21) # _____ x \$70 = \$ _____

TOTAL = \$ _____

- Make registration checks payable to: "Detroit Chapter (MOWW)" (checks only).

- Mail check & registration: Detroit Chapter (MOWW); 1500 N. Stephenson Hwy, Suite 130; Royal Oak, MI 48067

v.8.W.2

I CERTIFY / DO NOT CERTIFY [CIRCLE ONE] that the individuals listed on this form have been fully vaccinated and 2 weeks have elapsed since their final vaccination, or that it has been 2 weeks since they were documented as having COVID-19 (i.e., since the date they tested positive for COVID-19). **SIGNATURE:** _____ **DATE:** _____



CADET-CENTRIC ROUNDTABLE

LTC RICHARD B. MOORE, USA (RET)
ADJUTANT, GREATER EL PASO CHAPTER, TX

The Greater El Paso Chapter of the Military Order of World Wars hosted a virtual, “cadet centric” ROTC/JROTC roundtable on 25 February 2021 with the theme of “Resiliency.” The theme was an appropriate topic for the challenging times in which the cadets find themselves. The guest speaker was MOWW CINC BGen Fredrick R. Lopez, USMCR (Ret).

The Greater El Paso Chapter traditionally hosts an ROTC/JROTC awards luncheon in February or March. However, community directives and an abundance of caution caused them to change direction and look for new ways to engage with the cadets.

The solution settled on was a virtual roundtable using Zoom, focusing on resiliency during tough times. Since this was the first event of this type for the chapter, they were not sure what level of interest or turnout the roundtable would generate. In the end, eight schools and over 65 participants attended the virtual event.

The results were impressive and set the stage for similar events in the future. BGen Lopez led the discussion with a speech that touched on his childhood and distinguished military career. His story was inspiring and captivating as he wove his personal experiences with the traits and behaviors of resiliency that can be found in leaders at all levels, including ROTC/JROTC:

- Having a sense of meaning and purpose
- Optimism
- Gratitude

- Strong moral compass
- The desire to help others
- Humor
- Positive role models
- Social connection and support
- A willingness to confront and grow from fear

When his remarks were complete, the cadets asked thought-provoking questions over the next 45

minutes about his ability to be resilient and a good leader. Some of the questions were, “Have you ever had trouble with self-confidence and if so how did you overcome it?” and “How do you handle failure?”



Some of the other topics addressed were what activities the cadets have been able to do—both individually and as a team—in these challenging times. Many schools were able to conduct community service projects, such as highway cleanup and food banks, while others have even been able to do socially distanced drill and ceremony practice. MOWW presented the concept of hosting a virtual drill and ceremony competition or fitness challenge, which was well received.

The roundtable provided the Greater El Paso Chapter valuable inputs from the ROTC/JROTC units that will help determine the best way to support them and their activities. The feedback from the ROTC/JROTC units was extremely positive. The Senior Instructors and cadets stated that this was the best interaction and event they have had with MOWW and they will gladly support similar events in the future. ★



COL CLIFFORD D. WAY, JR. (RET)

80TH COMMANDER-IN-CHIEF, 2010-2011

14 October 1932–17 April 2021

Colonel Clifford Dewey Way, Jr., 88 of Dallas, TX, passed away on 17 April 2021. He was born on October 14, 1932 to Clifford and Norine Way in Englewood, NJ. Upon graduating from Syracuse University, he commissioned in the United States Air Force through AFROTC in 1954. He was a proud member of the Scabbard & Blade Honorary Society. During his service, he was assigned to the Strategic Air Command, refueling tanker aircraft. He also continued his education graduating from the Army & Staff College, National Defense University, and attended Air War College seminars.

In 1959, Col Way transitioned to Reserve duty and took a position with Texas Instruments in Dallas. While in the Reserves, he became an instructor navigator, a Reserve Wing Procurement Officer at Carswell Air Force Base, Senior Officer assigned to FEMA at the City of Dallas Emergency Office and the Dallas area Senior instructor for the National Defense University course. Cliff retired from Texas Instruments in 1997.

Col Way was highly active in his church, First Presbyterian Church, Richardson, TX, where he served on a number of committees, most recently a part of the "Sometimers" group that cared for the Church facilities. Until very recently, Col Way



also served as the President of the Corporation of the Church.

Col Way was a dedicated member of the Military Order of the World Wars. He joined the Dallas Chapter in 1979. As a Companion of the Order, he was vested in the promotion of Youth Leadership Conferences, giving US high school students the chance to develop leadership skills via patriotic education.

His military awards included the Meritorious Service Medal with one oak leaf cluster and the Air Force Commendation Medal, in addition to other unit, crew and service area awards. He received the Outstanding Reserve Officer Award in 1982 from the Mayor of Dallas and the Regional FEMA Director. His MOWW awards included the Patrick Henry Award (Silver), the Outstanding Service Award, the Merit Award

Plaque for outstanding service, and the Membership Medal for recruiting 10 members for the Dallas Chapter, in addition to National Citations for Distinguished and Exceptional Service.

Col Way enjoyed collecting Lionel Model Trains and was a member of a Hobby Train

Collectors Club. He loved to run his trains at train shows in the Dallas area. He also was an avid Philatelist.

Col Way is survived by many family members, and numerous friends and associates. ★



EXPLOIT OPPORTUNITIES TO ACHIEVE RESULTS

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

We often talk about being strategic, but just how do we operationalize that? We do that by identifying long-term or overall aims and interests and the means of achieving them. Said another way, we exploit opportunities.

In their “Goettler Series,” Goettler Associates, Inc., posit this about strategic leadership:

The strategic leadership process is a disciplined approach to getting organizations to focus on results. The process helps leaders define and successfully implement their goals. It can be beneficial to almost any organization, public or private, that seeks to improve its service to society.

This is the position taken in the EXCOM-approved MOWW Strategic Plan (2020-2025), which says, quite plainly, “Being a Companion is about who we are, what we represent, whom we serve and *what we accomplish together* [EMPHASIS ADDED.]” The last four words are operative.

Our Strategic Plan says we are to accomplish things together via leadership and management. It states, “Effective and efficient, strategic [e.g., the EXCOM], operational [e.g., regions] and tactical [e.g., chapter] leadership and management, and collaborative teaming enable effective and timely decision-making, follow-through and accountability for achieving continually-improving results.”

Our Strategic Plan also states we accomplish things together by reporting on unit activities and using performance metrics, which our Strategic Plan states “should be quantitative, have clear definitions and indicate progress to or achievement of a strategic goal.” Fortunately, our Strategic Plan lists our six strategic goals and their trackable sub-elements. Focusing on these expectations outlined in our Strategic Plan is what SVCINC LTC Okin is talking about when he

says this about Operating Year (OY) 2021:

[The] OY will be a rebuilding year in which we will need to refocus on the fundamentals required to become a viable and sustainable Order, with chapters that are capable of successfully addressing the Order’s Strategic Goals.... It will require Companions to be creative, thoughtful, and innovative to make this Order successful.

Importantly, our Strategic Plan provides further guidance to governance forums:

The Order shall have Measures of Performance corresponding to each of its Strategic Goals and they will be regularly reviewed during governance forums, e.g., the Executive Committee of the General Staff (EXCOM), region conferences, etc.

Our Strategic Plan also states, “at the end of each Operating Year, MOWW will publish a Strategic Goal Report Card with metrics for the Order, regions and chapters.” The OY 2019 Report Card is on MOWW’s website, but it has not been reviewed in these forums.

In closing, Goettler Associates point out, “strategic planning is not enough:”

How many organizations go to all the trouble of creating a strategic plan—only to see it, once written and adopted, collect dust on the CEO’s bookshelf? Strategic leadership, on the other hand, continues where strategic planning all too often leaves off: It moves forward to transform the plans into visible, measurable results.... Unlike traditional planning approaches, strategic leadership is a continuing process. It’s about changing people’s expectations—and creating the discipline to move the organization into action!

Good guidance...for the good of the Order. ★



MASKS...UNMASKED

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

For over a year, we have discussed masks, their efficacy, use, and structure. Originally, “face coverings” served a ceremonial purpose for propitiation and imitating the Gods. The oldest masks known are 9,000 years old and in Paris and Jerusalem museums. Using masks may even date back 30,000-40,000 years. Because they were made of paint, leather, vegetative material, or wood, they did not survive intact. They are visible, however, in paleolithic cave drawings throughout the world.

Ancient Aztecs covered the faces of their dead with expensive copper or gold death masks, or masks of wood, leather, or clay. Funerary masks covered the faces of the deceased to honor them and to establish a relationship with the spirit world. Ancient Egyptian death masks were made so the soul could recognize the body and help the deceased during their afterlife.

The first protective masks appeared 2,000 years ago during the Roman Empire and were made of animal bladders. Miners used early masks to protect themselves from toxic vapors. In the 16th century, Leonardo da Vinci modified the mask and proposed using a water-soaked cloth to protect warriors from chemical attacks during battle. Masks were also used in the 18th century industrial revolution. In 1915 during WWI, protective masks made of gauze pads soaked in chemicals countered the toxic gases that first appeared only a week before. By 1918, gas masks had a carbon-filter breathing apparatus.

The first health-related masks appeared during the Bubonic Plagues of the Middle Ages. So-called “Plague Doctors” wore a leather tunic, gloves, boots, and a hat and a mask like a bird’s beak. The large beak contained aromatic substances, e.g., dried flowers, herbs, camphor, or a vinegar sponge, and juniper berry, ambergris, cloves, labdanum, myrrh, and storax to repel bad smells (miasmas), which were thought to cause the plague. The masks’ contents also had antiseptic properties by neutralizing bacteria passing from one individual to another in the

pulmonary phase of the disease. Masks also had two small nose holes, making it a type of respirator. Interestingly, plague doctors rarely cured patients. Instead, they recorded deaths and infected people for demographic purposes.

Doctor de Lorme (1584-1678), Chief Physician to Louis XIII, is credited with the modern mask’s design. Then, Pasteur proved diseases could have a microbial origin, and Lister developed his antiseptic spray for open wounds to prevent infection. They realized that instead of treating germs on the wound, it would be better to prevent them from reaching the wound by wearing a mask. The mask also protected wearers.

Wearing masks during the 1910-1911 Manchurian epidemic saved doctors’ lives, the initial recipients, and later the lives of patients and the public. Prophylaxis by wearing a mask was born. During the 1918 Spanish Flu Pandemic, masks were required in San Francisco, significantly reducing deaths. In 1930, medical masks used in surgery were later replaced with disposable paper masks. In 1960, synthetic masks appeared. Now masks are usually disposable.

“General public” masks developed during the COVID-19 Pandemic gave new life to reusable masks. Also, health care professionals have developed complex and efficient masking devices. Recently, we realized that disposable masks have an ecological impact because used masks are found everywhere—from the streets to the sea. As bad, they take 400 years to degrade, making proper disposal a must.

During the COVID-19 Pandemic, wearing masks, washing hands, and social distancing are part of the triad controlling the virus. Interestingly, this triad has almost eliminated the “regular flu.” In short, masks have a long and successful record of preventing contamination.

Be well. ★



FORWARD MARCH

LTC CHERYL D. BRADY, USA (RET)
CHAPLAIN GENERAL, MOWW

The Scriptures declare the days God fashioned for us were all written in His book before we were born (Psalm 139:16). God alone has perfect knowledge of man. No mortal can see his life's journey from beginning to end. But an eternal, omniscient God can.

The separated path established by God is the one we are called to follow. God's chosen path never changes, yet it changes all who walk upon it. As we walk before God in truth and with a loyal heart, He will give us the ability to discern the times in which we live. And through the power of discernment, we see with our eyes and hear with our ears to know how to go forward in fulfilling our purpose.

Blessed is everyone who fears the Lord, who walks in His ways (Psalm 128:1). God teaches us His ways through His word. His word lights the path we are to follow as we seek to obey Him. In the Word of God, we find three guideposts for a life well-lived during those times when darkness falls upon the land and living according to what we believe becomes increasingly difficult.

First, count it all joy when we fall into various trials, knowing that the testing of our faith produces patience. God controls what He allows. In trials, God works out of us the things He desires to replace

with His attributes. We can rejoice in knowing that God cares about us and wants to transform our character to become more like His.

Second, be doers of God's word and not hearers only. When the command, "Forward March," is given and those who hear fail to obey, the marching unit will be an embarrassment to the command. As the people of God, we also become an embarrassment to God, who called us out of darkness into His marvelous light when we hear His word and do not obey Him. Our lives should represent one continuous "Forward March" in the light of truth.

Finally, love is an unshakeable guidepost. It is an attribute of God that never fails. When we make a commitment to devote our lives to love God with all our heart, mind, soul, and strength and to love our neighbor as ourselves, we fulfill the two greatest commandments. We are to owe no one anything except to love one another. Faith, hope, and love abide. But the greatest of these is love.

Our Order's history reveals a people who love America and have been on the frontlines of service for over 100 years. May all that the Lord requires from us for our youth, community and the nation be fulfilled. ★



Sun City Center Chapter, FL

BSA Commisioner Addresses the Chapter

BY CAPT B. FRANK KEPLEY, USN (RET)

The Sun City Center chapter held their monthly meeting on 18 March 2021 at the Freedom Plaza Club. The meeting was again a combination of Companions physically in attendance, and virtually using Zoom.

The featured speaker was the Boy Scouts of America (BSA) Greater Tampa Bay Area Commissioner Bill Guglielmi. Commissioner Guglielmi has been a Scouting leader for over 30 years. As Commissioner, he represents volunteers and scouts for the council's executive board, executive committee, and staff. Bill is also a Vice President of the BSA Southern Region Area 4 (Florida) and a Vice-Chair of the National Catholic Committee on Scouting. Bill holds the Silver Antelope, Silver Beaver, District Award of Merit, and the Scouters Key from the BSA, the St. George Emblem and the Bronze Pelican Award from the Catholic Church for his support of Scouting. He is a retired US Army Major, who served 20 years as an Artillery, Quartermaster, and Foreign Area Officer.

Commissioner Guglielmi discussed the primary BSA programs that exist today: The Venture Scouting, BSA Scouting, Sea Scouting, and the Exploring programs. He also addressed the Cub Scouts, who are still using BSA Cub Scouts' original programs. The highest Cub Scout award, the "Arrow of Light," is forever worn on the BSA uniform. The major change to the BSA is their admittance of females. Cub Scouts and BSA Scouts have separate dens and troops for females and males respectively.

In 2020 the Hillsborough County Council reported there were 11,513 scouts. Unfortunately, the pandemic reduced recruitment by 30%. There were 5,322 Merit Badges awarded, and 316 Eagle Scout ratings won. Two of those were attained by females. The BSA provided 20,000 hours of community service and were heavily involved in the distribution of food to those in need.

Commissioner Guglielmi finished his presentation by emphasizing the acute need for volunteers for the different scout programs. He also emphasized the effectiveness of the local MOWW Boy Scout recognition program. He categorized the program as outstanding and urged the local chapter to continue with their efforts in that area. He said the scouts really appreciated the awards and it was a significant morale lifter for them.

In addition to the excellent featured speaker presentation, 2nd Lt Robert Lebron was inducted as a Perpetual Companion and Ms Jan Dunlap, HRM, as a new MOWW Companion. Additionally, Edgar Smart-Homer was presented the MOWW Outstanding Service Medal for his significant contributions to the chapter.

Top Photo (L-R): Trish and Bill Guglielmi with Capt Vernon A. Elarth USAF (Fmr), Commander of Chapter 226.

Second photo (L-R): Capt Vernon A. Elarth, USAF (Fmr); 2nd Lt Robert R. Lebron, USMC; COL Dale Vona, USA (Ret).





Clearwater Chapter, FL

LTC Hodges Awarded SPH

BY MAJ JAMES H. HANEY, USMC (RET)

LTC Paul S. “Steve” Hodges, USA (Ret), a Companion of the Clearwater Chapter, was presented the MOWW Silver Patrick Henry Medal. The medal was presented to him by Region VI Commander LTC Charles R. Conover, Jr., USA (Ret), at the 9 March 2021 chapter staff meeting.

The citation noted LTC Hodges’ achievements as a Florida Youth

Leadership Foundation Director and as the Chapter Commander for five years, guiding the expansion of the chapter’s JROTC and Scouting Outreach Programs.

(L-R): Region VI Commander LTC Charles Conover, Jr., USA (Ret); Companion LTC Steve Hodges, USA (Ret), Florida Department Commander, Maj James Haney, USMC (Ret).



Puget Sound Chapter, WA

Virtually Seamless Massing of the Colors

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



The Puget Sound Chapter’s Maj Keith Warren hosted the 2021 virtual Massing of the Colors on 20 February honoring our first patriot, President George Washington. It included the governor’s proclamation read by COL Mary Forbes, the National Anthem, a concert by the 1st Corps Band, and MG Coffey’s US Volunteer Joint Service Command flag folding ceremony.

Go to Washington State Patriotic Day 2021 on www.youtube.com to view the program.





Northern Virginia Chapter, VA

Fairfax City, VA, Police Members Are Honored

BY BONNIE HOBBS, CONNECTION NEWSPAPERS

Fairfax City Police Officer Lt. Michael Bartholme and Dispatcher Cynthia Tetterton were honored on 2 March 2021 with the Military Order of the World Wars' Silver Patrick Henry Medal. This award is presented by the Northern Virginia Chapter to members who deserve special recognition and excel in the areas of law enforcement, firefighting, and criminal justice.

"These two individuals exemplify teamwork and dedication to the City of Fairfax and beyond," said Police Chief Erin Schaible. "We congratulate them, as well as all of our officers who work so hard every single day. This past year has been an interesting one, but their excellent police services are appreciated by the rest of the department and the community."

Bartholme has been with the City's police department for 16 years. "He has been a huge asset in the world of COVID-19 by giving our department the information, knowledge, and resources it needed to combat the virus," said police spokesman Sgt. Brock Rutter. "He plays a key role in making staffing decisions based on quarantines, testing, and vaccinations. During this time, he has also taken over the captain duties involved with the Administrative Services Division."

As for Tetterton, an eight-year member of the department, Rutter said she received her award because of "her dedication to the City of Fairfax and its dispatching program. She handles the dispatch scheduling and is willing to work both days and nights to cover shifts whenever one needs to be covered. Tetterton is also part of the Peer Support and Community Outreach (P.O.L.I.C.E.) teams." Besides her full-time dispatching duties, Tetterton serves her local community as a firefighter/EMT for the Little Fork and East Rivanna Volunteer Fire Departments.

(L-R): Fairfax City Police Dispatcher Cynthia Tetterton and Lt. Michael Bartholme display their awards.
Reprinted with permission from The Connection Newspapers. Photo Courtesy of Sgt. Brock Rutter





COL Stephens-Apache Trail Chapter, AZ

Chapter Recognition: “Most Outstanding JROTC Cadet”

BY LTC PATRICK C. STOLZE, USA (RET)

Cadet Major Dylan Caldwell from the Mesa High School AFJROTC program, Mesa, AZ, is the East Valley’s “Most Outstanding JROTC Cadet” for the 2020-2021 school year. Dylan was a clear winner among his competitors. He has been the Vice Group Commander and Operations Officer of his AFJROTC unit this year.

Dylan would not allow the pandemic restrictions to interfere with his leading and creating opportunities for his other cadets in his JROTC program. He created an AZ-931st Unit YouTube channel posting numerous videos demonstrating drill, customs and courtesies, cadet etiquette, how to raise and lower the flags, etc. Dylan said, “These videos enabled our remote first-year cadets to visually learn Cadet Basics’ from home.” Dylan has earned a 4.7 weighted GPA and has been the Captain of his school’s Debate Team.

Senior Aerospace Instructor Lt Col Brian Walker, USAF (Ret), said, “Cadet Dylan Caldwell is clearly an outstanding role model and a student leader in our community. He personifies the Air Force core values of “Integrity First, Service Before Self, and Excellence in All You Do.” Dylan credits his attendance at the 2019 MOWW Arizona Youth Leadership Conference with teaching him many leadership skills.

The Chapter’s Committee chair and Region Commander, LTC (Ret) Pat Stolze, presented the MOWW Bronze Patrick Henry Award to Dylan at his school on 24 March 2021. LTC Stolze said, “Cadet Dylan Caldwell is very deserving of this award and that his Instructors, especially father MSgt Mark Caldwell, produced a very outstanding young man.”

(L-R): Region XIII Commander LTC Patrick Stolze, USA (Ret); Associate Aerospace Instructor MSgt Mark Caldwell, USAF (Ret); Cadet Major Dylan Caldwell, and Senior Aerospace Instructor Lt Col Brian Walker, USAF (Ret).





Virginia Piedmont Chapter, VA

Gifts Delivered to Veterans at the Salem VA Medical Center

BY MR. CHARLES W. BENNETT, JR.



The Virginia Piedmont Chapter sponsored an annual Christmas Drive to provide gifts and necessities to patients at the Salem VA Medical Center.

In Salem, VA, the Salem VA Medical Center serves veterans throughout the state for mental health treatment and provides medical and surgical care for veterans of southwestern Virginia since 1934. Health care services have been provided to more than 112,500 veterans living in a 26-county

area of southwestern Virginia. The Salem VAMC has 298 beds for in-patient care and Community Based Outpatient Clinics (CBOCs) in Danville, Lynchburg, Staunton, Tazewell, and Wytheville.

For over three decades, this effort was ably led by Companions 1stLt V. Lee Cobb, USMC (Ret), and Larry Fisher. Sadly, both these Companions died on Christmas Day, 2020. This, and the COVID pandemic, delayed the delivery of the gifts.

On 9 April, the Chapter delivered \$3,216 worth of requested merchandise and supplies to the Salem VA Hospital, plus \$1,300 worth (260 packages) of Girl Scout Cookies purchased for hospital patients by Lynchburg area citizens, veterans service organizations and civic organizations. This year, Companion LT Peter H. Bryan, USN (Fmr), led the effort to buy and deliver the goods, which were most gratefully received.

Photo Top, Posing below with Girl Scout cookies stacked atop boxes of merchandise are (L-R): Virginia Piedmont Chapter Commander CDR Mike Reeves, USN (Ret); Maggie Jarvie (Girl Scout Troop 440); SVCINC LTC (DR) Michael A. Okin, USA (Ret); Virginia Piedmont Chapter Vice Commander LT Peter Bryan, USN (Fmr), and Rebecca Stackhouse, Director of the Salem VA Medical Center.

Second Photo: VA Hospital employees unloading the second of two vehicles that made the trip to Salem, loaded with goods.



The History Behind The POW/MIA Flag



In 1971, Mrs. Michael Hoff, the wife of a US military officer listed as missing in action during the Vietnam War, developed the idea for a national flag to remind every American of the US servicemembers whose fates were never accounted for during the war.

The black and white image of a gaunt silhouette, a strand of barbed wire and an ominous watchtower was designed by Newt Heisley, a former World War II pilot. Some claim the silhouette is a profile of Heisley's son, who contracted hepatitis while training to go to Vietnam. The virus ravaged his body, leaving his features hallow and emaciated. They suggest that while staring at his son's sunken features, Heisley saw the stark image of American servicemembers held captive under harsh conditions.

Using a pencil, he sketched his son's profile, creating the basis for a symbol that would come to have a powerful impact on the national conscience.

By the end of the Vietnam War, more than 2,500 servicemembers were listed by the Department of Defense as Prisoner of War (POW) or Missing in Action (MIA). In 1979, as families of the missing pressed for full accountability, Congress and the president proclaimed the first National POW/MIA Recognition Day to acknowledge the families' concerns and symbolize the steadfast resolve of the American people to never forget the men and women who gave up their freedom protecting ours. Three years later, in 1982, the POW/MIA flag became the only flag other than the Stars and Stripes to fly over the White House in Washington, DC.

On 10 August 1990, Congress passed US Public Law 101-355, designating the POW/MIA flag:

"The symbol of our Nation's concern and commitment to resolving as fully as possible the fates of Americans still prisoner, missing and unaccounted for in Southeast Asia."

Congress designated the third Friday of September as National POW/MIA Recognition Day and

ordered prominent display of the POW/MIA flag on this day and several other national observances, including Armed Forces Day, Memorial Day, Flag Day, Independence Day and Veterans Day. The 1998 Defense Authorization Act (P.L. 105-85) mandates that on these national observances, the POW/MIA flag is to be flown over the White House, the US Capitol, the Korean and Vietnam Veterans War Memorials, the offices of the Secretaries of State, Defense and Veterans Affairs, offices of the Director of the Selective Service System, every major military installation (as directed by the Secretary of Defense), every post office and all Department of Veterans Affairs (VA) medical centers and national cemeteries. The act also directs VA medical centers to fly the POW/MIA flag on any day on which the flag of the United States is displayed.

When displayed from a single flag pole, the POW/MIA flag should fly directly below, and be no larger than, the United States flag. If on separate poles, the US flag should always be placed to the right of other flags. On the six national observances for which Congress has ordered display of the POW/MIA flag, it is generally flown immediately below or adjacent to the United States flag as second in order of precedence.

From VA's Celebrating America's Freedoms, a collection of stories about some of America's most beloved customs and national symbols.

The Standing Ready Podcast



The Standing Ready podcast elevates and highlights the significant contributions (past, present, and future) of the nation's largest health care system through a historical lens by conducting interviews with VHA innovators and pioneers.

Debuting in April, their first full-length episode, "The Prosthetic Progression," examined the history and future of prosthetic devices. Follow the link to hear producer Shawn Spitler and historian and host Katie Delacenserie discuss the story of Fred Downs, Jr. (pictured), a Vietnam War amputee. Downs served as a combat platoon leader in the Vietnam War and went on to serve 38 years in VA as director of the Prosthetic and Sensory Aid Services. <https://share.transistor.fm/s/a7a742b8>





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Look! Are Your Dues Due?



GEORGE CATLETT MARSHALL

General of the Army George C. Marshall's contributions to our nation and the world cannot be overstated. He was the organizer of victory and the architect of peace during and following World War II. He won the war, and he won the peace. His characteristics of honesty, integrity, and selfless service stand as shining examples for those who study the past and for those generations who will learn about him in the future. The Marshall Foundation is dedicated to celebrating his legacy.

Marshall's career touched on many of the key events of the 20th century—as a new Army officer following the Philippine insurrection, as a member of the staff of General of the Armies John J. Pershing during World War I, as US Army Chief of Staff during World War II, as Secretary of State and the architect of European economic recovery following WWII, and as Secretary of Defense during the Korean War. He is the only person to have served in these three highest positions.

During World War II, Marshall, as Army Chief of Staff (1939–1945), was the most important military figure in the US military establishment and of great significance in maintaining the Anglo-American coalition. After the war, he was named special



George Catlett Marshall
31 Dec 1880–16 Oct 1959

ambassador to China (1945–1947), Secretary of State (1947–1949), President of the American Red Cross (1949–1950), and Secretary of Defense (1950–1951). In 1953 he was awarded the Nobel Peace Prize for his role in proposing, encouraging legislative action, and supporting the European Recovery Program (known as the Marshall Plan). For nearly 20 years he was a major US leader, militarily, politically, and morally, and he is still widely admired today.

To get a better idea of Marshall's

significance, watch Dr. Mark A. Stoler, a Marshall biographer, in a nine-minute video, read BG Charles F. Brower's "George C. Marshall: A Study in Character" or read Lance Morrow's "George C. Marshall: The Last Great American?" ★

Source: George C. Marshall Foundation; <https://www.marshallfoundation.org/marshall/>

Portrait by Thomas Edgar Stephens, National Portrait Gallery, Smithsonian Institution; transfer from the National Gallery of Art; gift of Ailsa Mellon Bruce, 1951