

PRICE: \$4.00

THE

MARCH-APRIL 2021

OFFICER REVIEW®





OUR SELFLESS SERVICE CONTINUES

Dear Companions,

January 17, 2021 marked the 30th anniversary of the beginning of Operation Desert Storm. The day came and went unnoticed as the country was mired in presidential politics, racial injustice issues, and COVID-19 effects and responses. Nevertheless, this was an important milestone in our nation's history because it was the first time since WWII, and the last time since then, that America had reached its zenith in global political, military, and technological dominance.

After moving equipment and personnel forward via airlift (the "Aluminum Bridge") and sealift from Aug 90–Jan 91, the US and 34 allied nations led by General Norman Schwarzkopf destroyed the seventh largest military in the world, starting with an 840-hour aerial and naval bombardment followed by a 100-hour ground assault. Approximately 697,000 US troops were involved, with 142 combat losses, 3 missing and presumed dead, and 148 other deaths. The overwhelming success of the operation was in major part due to implementation of the hard lessons learned from the Vietnam War. When it was over, our servicemen and women received the honor and thanks from a grateful nation upon their return—something my fellow Vietnam veterans never received.

This new-found respect for the America's Soldier, Sailor, Airman, Coast Guardsman and Marine remains today, even after more than 20 years of conducting the war on terrorism. Today the Companions of the Order continue to serve this American spirit with our mission "to unite in selfless service to the United States of America" and in keeping with the nine tenets to the preamble of our Constitution. We must continue to focus on this commitment to America's veterans and not get caught up in the divisive politics we are experiencing. As long as we stay united in this effort, nothing can stop us.

Sincerely,

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

MOWW OFFICERS

Commander-in-Chief & CEO, MOWW, Inc.

BGen Frederick R. Lopez, USMCR (Ret)
flopez23@cox.net

Senior Vice Commander-in-Chief

LTC (DR) Michael A. Okin, USA (Ret)
maokin1953@gmail.com

Vice Commanders-in-Chief

BG Victor S. Pérez, USA (Ret)
Perezv56@gmail.com

Maj Robert J. Williams, USAF (Ret)
rbrtwill1@verizon.net

CPT Paula R. Mitchell, Ed.D., USAR (Ret)
paularmitchell1@earthlink.net

LT John S. McConnel, USN (Fmr)
jsmco776@myexcel.com

Immediate Past CINC

LTC Charles S. Chamberlin, USA (Ret)
a_cchamberlin@grandecom.net

Chief of Staff, & COO, MOWW, Inc.

Brig Gen Arthur B. Morrill III, USAF (Ret)
chiefofstaff@moww.org

Treasurer General & CFO, MOWW, Inc.

LCDR Paul B. Webb, USN (Ret)
treasurergeneral@moww.org

Judge Advocate General

MAJ Andrew J. Rodnite, USA (Fmr)
ajrodnite@earthlink.net

Surgeon General

CPT (DR) Robert E. Mallin, USA (Fmr)
bobmallinmd@gmail.com

Chaplain General

COL Cheryl D. Brady, USA (Ret)
cdb Brady42@hotmail.com

Historian General

LTC Arthur B. Fowler, USA (Ret)
af3@verizon.net



HQ MOWW

435 North Lee Street
Alexandria, VA 22314
703-683-4911
www.moww.org



OFFICER REVIEW®

WWW.MOWW.ORG

FEATURED ARTICLES

- | | | |
|--|----|--|
| BGen Frederick R. Lopez, USMCR (Ret) | 2 | CINC's Perspective
<i>Our Selfless Service Continues</i> |
| COL Arthur N. Tulak, Ed.D., USA (Ret) | 4 | Feature Article
<i>Preserving & Protecting the Order</i> |
| LTC Charles R. Conover, USA (Ret) | 14 | Patriotic Forebears
<i>Patrick Henry, a Principled Patriot</i> |
| | 16 | Past Commander-in-Chief Obituary
<i>PCINC LTC Alfred H. M. Shehab, USA (Ret)</i> |
| RADM Ronald F. Silva, USCG (Ret) | 18 | Profiles in National Security
<i>Native Americans Always Answer the Call</i> |
| COL Stephen A. Shambach, USA (Ret) | 20 | Law & Order and First Responder
Outreach Program
<i>Policing in Colorado Springs</i> |
| | 21 | "It Is Nobler To Serve"
<i>OY 2022 National Officer Elections</i> |

DEPARTMENTS

- | | | |
|---|----|--|
| Brig Gen Arthur B. Morrill III, USAF (Ret) | 22 | Chief's Notes
<i>Going Outside the Wire</i> |
| CPT (DR) Robert E. Mallin, USA (Fmr) | 23 | Surgeon's Tent
<i>Blood 101</i> |
| LCDR Debra F. Rogers, Ed.D., USN (Ret) | 24 | Chaplain's Pulpit
<i>Defining Moment</i> |
| | 25 | Coast to Coast
<i>Chapters in Action</i> |
| | 29 | VA: Have You Heard? |
| | 30 | Companion Roll Call
<i>Reveille</i>
<i>Taps</i> |
| | 32 | The 369 th Infantry Regiment
<i>Legends of Personal Sacrifice and Selfless Service</i> |



ON THE COVER

Colonel Kim Nichole Reed-Campbell, USAF (then Captain), poses with her damaged A-10 Thunderbolt II after a 2003 combat mission in Iraq. She was decorated for piloting her A-10 Thunderbolt II back to base in southern Iraq after taking heavy anti-aircraft

artillery damage in aerial combat over Baghdad during Operation Iraqi Freedom in 2003. A detailed inspection revealed hundreds of holes in the airframe and that large sections of the stabilizer and hydraulic controls were missing. "She's one of the few pilots who ever landed the A-10 in the manual mode," said General Richard Myers, USAF (Ret), then Chairman of the Joint Chiefs of Staff. USAF Photo



PRESERVING & PROTECTING THE ORDER

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

If a chapter is not thriving, it cannot serve. If a chapter is not recruiting, it will not last. Therefore,

The intent of the Order is that each generation of Companions preserve and protect their chapters, and help their chapter thrive, so they can be a source of companionship and a platform for community service.¹

WE ARE INTENDED TO BE A PERPETUAL ORDER

The intent statement above is a reminder that our Order is intended to be perpetual, passed on from one generation of veterans to the next. While that seems practical on its face, the “facts on the ground” show just how difficult it has been to bring in the next generation of veterans to continue the mission of service. Veteran Service Organizations (VSO) are experiencing the lowest enrollment in 28 years. As an example, the American Legion (AL) experienced a 44% drop in membership over the period 1992–2019.²

Presently, Vietnam veterans currently make up the bulk of membership across most veterans organizations.³ The transfer of the mantle of leadership has stalled, despite the fact that more than 650,000 US service members served in OPERATIONS Desert Shield and Desert Storm⁴ (waged thirty years ago, from 2 Aug 90 to 31 Jul 91), and nearly 3 million US service members have deployed to America’s combat operations in Afghanistan, Iraq, and Syria, which have been raging now with varying degrees of intensity for the last 19 years.⁵

Overcoming Demographics and Attrition

The loss of members to various causes often results in the closure of many local veterans organizations when membership drops to the point that the organization can no longer function. Examples abound, such as the Pearl Harbor Survivors Association (dissolved 2011), the United States Submarine Veterans of World War II (dissolved 2012), and the F-86 Sabre Pilots Association (dissolved 2017),

and even in our own chapters. The same is true for military professional associations, such as the National Association of the Uniformed Services (dissolved 2017). This is also happening at the local level as camps, posts, and chapters turn in their charters and colors, and sometimes sell off their historic meeting places.

Military professional associations are also feeling the effects of society’s changing values, which prioritize leisure time over community service. The Reserve Officers Association (ROA) provides a good example of the challenges facing veteran organizations as it faces the same demographic bubble that now has most of its members aged 70-79 (31%), with members aged 60-69 and 80-89 together comprising 27%, and members over 90 years of age comprising 9.7%. Members aged 50-59 make up 13% of ROA membership, which means that younger veterans aged 18-49 make up only 6% of the organization.⁶ These numbers tell the tale of veterans organizations across the country, i.e., their fundamental need to attract and involve new members. The need to increase the commitment of current members is striking, but the tale will be told by chapters as they figure out how to address membership retention and recruiting, and involvement.

Recruiting & Retention: Are Mission-Critical Tasks

We can learn from the experiences of other veterans organizations, as well as from our own. The Veterans of Foreign Wars (VFW) acknowledges that in veterans organizations across the country, “recruiting new veterans is pretty disagreeable and largely ignored...[as] most members in VSOs are not engaged in recruiting and even actively avoid it.” This points to the number of posts who have not recruited even one new member over a period of years.⁷ Who among your fellow Companions have openly pledged to recruit? Is this a job that anybody can do, that somebody should do, or is it typically done by only a few or nobody? This must be a mission task that every member of every chapter acknowledges and commits to doing.



The VFW emphasizes the “Three Rs” of membership growth: 1) *retain* regular annual dues-paying members; 2) *recover* members whose memberships have lapsed, 3) *recruit* new members.⁸

Retaining regular dues-paying members and recovering members whose dues have lapsed helps protect the chapter from attrition. Chapters cannot afford to neglect regular member retention efforts. This includes chapters with a high percentage of Perpetual Members (who are not themselves concerned with making dues payments). A result of losing touch with Regular Members is that they can simply disappear if nobody is gently reminding them to renew. Likewise, fully paid Perpetual Members can also slowly “fade away” (i.e., stop being involved) if they are not also gently reminded to renew their commitment to be engaged in chapter activities. Brig Gen Arthur B. Morrill III, USAF (Ret), MOWW’s Chief of Staff and Chief Operating Officer, calls these members who are not routinely contacted, who are out of touch and who are fading away, “Lost Patrols.”

ORGANIZATION, STRATEGY & EXECUTION

Organizing the Recruiting Effort

One of the first steps in developing a recruiting organization and strategy is to do an assessment of the situation. This is where our in-service experience provides us an advantage. To Soldiers and Marines, this is the battlefield troop-leading assessment framework known as METT-T (Mission, Enemy, Terrain, Troops, and Time). A key task of the analysis step is to assess the image of your chapter in the community. What do people in your community know about MOWW in general and your chapter in particular? People will join organizations they perceive as worthwhile. They want to know that their contributions will make a difference.⁹ What awards or recognition has your chapter earned? What collective community efforts and projects include Companions as volunteers? MOWW’s OY 2019 Strategic Goal Report Card (www.moww.org, “Leadership Dashboard”), which is required by the MOWW Strategic Plan and which is developed

To the prospective member, it is important that he or she perceive the organization as a “respected part of your community.” People will join organizations they perceive as worthwhile.

using Chapter Activity Report (CAR) data, is instructive. It reveals too little recognition is occurring via MOWW awards in terms of honoring the excellence of Companions and chapters, and individuals

and organizations in the local communities, a result experienced by other VSOs.¹⁰

We all must be prepared to show the relevance of the chapter’s volunteerism and service to the local communities they serve. One of the “secrets to success” of US Army recruiters is that they “become part of the community” in which they are recruiting. To the prospective member, it is important that he or she perceive the organization as a “respected part of your community.”¹¹ The assessment of the chapter organization will equip Companions with an understanding of where the chapter needs to improve in its community engagement, where it already has a footprint, and how to describe chapter support to the communities it serves.

One of our tasks is to recognize exemplars in the community whose actions represent the Order’s ideals. Recognizing those who are non-Companions with the Silver Patrick Henry Medal is a way to honor deserving citizens while communicating our purpose. Doing so also indirectly supports recruiting as it demonstrates our support of the community. An optimal time to do this is by organizing a recognition event during National Volunteer Week, which generally occurs in the third week of April. National Volunteer Week is an opportunity to recognize the impact of volunteer service and the power of volunteers to build stronger communities and be a force that transforms the world by recognizing and thanking volunteers who lend their time, talent, and voice to make a difference in their communities. However, it is not necessary for the chapter to plan its own event, which may be a challenge for small chapters. Alternatively, chapters can present medals and awards for volunteerism at events run by other organizations.

In a related area, a chapter generated MOWW news (press) release using the MOWW News Release Guide publicizes a person being honored, their



service that merited the award, and the meaning of the award.¹² While a press release might not make the daily news, it can still be shared

with other veterans organizations, and the state Department of Veterans Affairs. Conveniently, the MOWW News Release Guide (Parts I and II) is on the MOWW website (“Companions Only,” “Training & Development”).

Guided by the commander, each chapter should “appoint a chairperson and committee to lead an initiative for retention and recruitment.”¹³ According to the Office of Personnel Management (OPM) Talent Management, recruitment provides the forces necessary to accomplish the organizational mission. Without sufficient manning, the organization will fail.¹⁴

Among the Army’s five best recruiting tactics, No. 5 is “Understand just how critical recruiting is—and continue to invest in it.” [Anderson, 2018]. Look at your chapter. Is participation growing or shrinking? If it is the latter, then recruiting is critical to helping the organization thrive, let alone survive.

OPM uses “Effectiveness Indicators” (EI) for the recruitment system. When judging the recruitment effort and organization, the main EI is whether the organization has an “adequate staff with the requisite competencies allocated to the recruitment process.”¹⁵ In analyzing one’s own troops (Companions) available, the chair can organize the chapter’s current membership as a recruiting force. Approach it geographically to define your area of recruiting operations. Where do the chapter’s Companions live? Do they live locally so they can help the chapter? Can you structure their recruiting areas in the local community close to where they live or work?¹⁶

Importantly, consider the entirety of your current membership as recruiters. Do all chapter Companions attend chapter meetings? Probably not, but those who do can be organized as team leaders to approach members who are rarely seen to train, mentor and direct their recruiting efforts. Let these seldom-seen Companions know the chapter is recruiting, and offer to bring materials that will aid them, offer a bit of training on delivery, discuss any

Is your chapter interested in recruiting veterans of a recent conflict? How would anyone be able to tell that is the case?

potential members, and ask where they might find eligible candidates.

Developing a recruiting plan that all

Companions understand requires asking for their inputs. Once completed, Companions can do their own self-assessment of recruiting efforts against the plan. In developing a recruiting plan, targets should be established for each recruiting technique to be employed to see which are the most effective.¹⁷

Who are potential members, and how do you find them? The chapter recruiting committee needs to assess the target audiences to be engaged and a good place to start is to create a list of potential members who are “at least somewhat likely to be sympathetic to your organization.”¹⁸ Start with people you know by asking every Companion, chapter supporter, and benefactor to produce a list of the names and contact information of a few friends and acquaintances who can be solicited.¹⁹

Belonging & Self-Worth are Core Human Needs

One of the most important sets of information your recruiters will need to have readily available is that one of the benefits is simply companionship in the Order, which can help answer the age-old question, “What’s in for me?” (How would you answer that for them, and can you answer that question for yourself?) Recruiting pitches typically cover the benefits that new members will receive, be they tangible or nontangible. So, while MOWW does not offer discounts for consumer goods and services, it does offer membership as a Companion of the Order, which is itself a benefit, and one which provides meaning for life and living.²⁰

What are the benefits you have accrued as a Companion that have kept you engaged in the activities of the Order? Your own story may be the most compelling one to share as you tell potential members about the satisfaction you have received over your years of service. The American Legion and VFW both market their tangible benefits like insurance, financial services, member discounts and career assistance, but these are not more important than the intangible benefits, such as “Honor and Remembrance,” which are described as honoring fellow veterans at funerals with military honors, as



well as organizational efforts supporting “the establishment and maintenance of memorials and monuments that

honor military service.”²¹ These are values and a mission that MOWW shares with many veterans organizations that we carry out in our communities.

What is the value of companionship in the Order? The VFW explains their value proposition thusly: “Along with the camaraderie and sense of pride you will share with other veterans, member benefits include the fraternal, patriotic, historical, charitable, and educational value of [the organization].”²² Are these important to you? Does your companionship in the Order provide this? How would you explain that to others?

Our value proposition is not so much about what MOWW can do for the prospective member as it is about what MOWW Companions can do for others, e.g., supporting causes and projects of importance to our local and national veteran and military communities, which includes Active, Reserve, National Guard members, military families, and our future leaders—today’s JROTC and ROTC cadets. That is precisely why our motto is “*It is nobler to serve than to be served*” and why our tagline is “*Serving youth, community, and nation*,” why both are prominently displayed on our website, and why they should guide our every effort. The Preamble to the Constitution of the Military Order also provides us this statement summarizing our firm promise to commemorate our military history and honor generations of veterans for their service in wars and conflicts by holding commemorations and establishing memorials.

To encourage and assist in the holding of commemorations and the establishment of memorials of the World Wars.

A February 2019 poll conducted by pollster George Barna and Metaformation, Inc., found that an overwhelming majority of Americans (80%) regard memorials as part of our history and consider them important so that we do not forget the price of the freedoms we enjoy.²³ Writing for the “Veterans Affairs” blog, Timothy Lawson described how war memorials connect veterans to the community:

Prospective Companions want to join functioning and thriving organizations that are succeeding

*These memorials are important to the communities they represent. They’re important to the Veterans who are reminded their efforts, and their friends, are not forgotten.*²⁴

Veterans feel a special and sacred obligation to preserve memorials and so they enjoy having the opportunity to contribute to such efforts.

Thus, a benefit of companionship in the Order is aiding the local chapter to continue its efforts to maintain existing memorials, build new ones to the veterans of recent conflicts, and to support the important commemorations of the sacrifices made by veterans in America’s past wars and conflicts. New memorials to service in both past and present conflicts continue to be erected, which reflect the ongoing importance of war memorials to everyday Americans. Companions of the Order live out this component of our Preamble, and in so doing, they ensure memorials are cared for in the future by those who see our example. Many Companions of the Order serve on local boards, commissions, task forces, and committees focused on preserving and protecting existing war memorials and erecting new ones. In so doing, they demonstrate that MOWW is an important community partner in this effort.

As Companions conduct dignified observances at war memorials and participate in the preservation of existing memorials, and as communities erect new ones for more recent conflicts, they experience a sublime and satisfying “membership benefit” of companionship in the Order. This is yet another intangible benefit most veterans organizations will emphasize: the opportunity for volunteer service. We are no different and as stated on our webpage, we are a non-profit Veteran Service Organization “dedicated to selflessly serving others.” Other VSOs also provide this benefit, and their posts and chapters tally up the numbers of volunteer service contributed annually. The American Legion, for example, boasts that its members “...provide millions of hours of free community service....”²⁵ While MOWW does not keep track of volunteer hours, we can describe our activities, our personal involvement in them, and the satisfaction they bring.



National Security is also part of our preamble:

To promote the cultivation of military, naval, and air science and the adoption of a consistent and suitable policy of national security for the United States of America.

“You don’t have to be a salesman...you just have to be passionate about what you do”

—Veterans of Foreign Wars Recruiter

Many military professional associations and VSOs make the case that they contribute to the debate on national security policy and strategy. This extends to homeland security. By being a member of the Order, Companions receive a benefit, namely that they are informed on such debates and thus have the professional opportunity to contribute to the perfection of policy and strategy in these areas.

How does MOWW achieve this? What exactly is our role in the process of weighing in on the debates over the many trade-offs inherent in the competing demands of military department budgets? How do we participate in discussions on the proper size of the Navy fleet against current and emerging threats, or acquisition of hypersonic weapons to counter Anti-Access/Area Denial threats? The MOWW Policy Manual answers this question:

Its members also convey the thoughts and needs of the uniformed services to the civilian population and interpret civilian sentiments to the Congress and to the leaders of the uniformed services despite not being a registered lobby organization.²⁶

Why would DOD listen to us? Because among our membership are a great many retired Flag and General Officers who remain active in these debates, and because it is our mission as Companions to remain up to date on defense and homeland security matters, which are covered in *The Officer Review*®. Our MOWW Policy Manual explains how we perform this function:

The National Security Committee is an outreach committee. This committee monitors international threats and United States defense and foreign policy strategies, policies, and procedures about those threats. It focuses on military, political, economic and intelligence decisions as to their impact on the US Armed Forces capabilities to execute strategic and tactical missions that protect the United States from direct or indirect attack.

The Homeland Security Committee operates along similar lines. MOWW communicates its position on defense and homeland security

matters to our political leaders through the EXCOM and our convention process, and chapter newsletter articles and by articles in *The Officer Review*®. These activities educate its members, thereby providing the membership benefit of professional development and education on defense and homeland security issues.

Enabling Chapter Growth and Vitality

In the preceding sections, we reviewed the need for a self-assessment, an estimate of the chapter’s area of operations and target audiences, and the need for preparation of our troops (Companions) for action. Now we turn our attention to execution in the field. If our Companions do not venture out of familiar territory into new events, activities, organizations, and locations to seek new members, they are not going to find younger candidates. It is extremely unlikely that new or younger veterans will simply stumble into one of your monthly meetings. We must go to them.

The US Army has discovered that you must “go outside the wire” and “become part of the community, rather than just fish in it.” As the Army explains,²⁷ It is important to remember why people join service organizations to get the right points across. Research published by the Lions Club International shows that people join for many reasons. The most common are: 1) To serve their community; 2) To be involved with a specific service or cause; 3) To be with friends, and 4) To become a leader in the community.²⁸ Continuing on the theme of possible motivations for candidate Companions to join, the US Department of Health and Human Services cites motivations that result in people volunteering, which are: 1) Feel needed; 2) Help someone; 3) Give back to the community; 4) Set an example for youth, and 5) Fulfill a passion.²⁹ Remember these and see which of these—or others—motivates potential members you are trying to recruit. Be ready to share the accomplishments of your chapter over the last few years with details from your Chapter Activity



Reports.

When engaging a candidate, find out if they already have a special connection with the causes and

programs we support, which were described earlier as intangible benefits. Are they already one of us in their thinking and just not yet a Companion? Let them know how we are serving the community from your own experience. Nationally, volunteers contribute \$203.4 billion in goods and services throughout the United States through the nonprofit organizations for which they volunteer.³⁰ Ask candidate members if they want to be a part of that. Explain that by joining, they affirm their commitment to the purposes and ideals of the organization and are part of an effective effort to serve the community. As one top VFW recruiter explained, “You don’t have to be a salesman...you just have to be passionate about what you do.”³¹

FACING WHAT’S OUT THERE

Responding to Reasons for Not Joining

Part of the preparation phase is predicting the objections and excuses your recruiters will hear in the field. On the top of that list is, “I’m too busy.” Top VFW recruiters respond to this by explaining “Just [having] your name on our membership roll lends support to all of our programs” and, they add, that tangible benefits, e.g., subscriptions to *The Officer Review*®, can be enjoyed by members even if they cannot attend meetings.

The top VFW recruiters also explain that busy people often contribute with their dues so that the organization can “carry on the programs that benefit not only veterans, but citizens of the community as well.”³² When a potential member says, “I can’t afford it,” remind them that Regular Member annual dues is just \$40 a year, which is only \$3.33 a month—less than a single cup of coffee at Starbucks. When they say, “I belong to another veterans organization,” tell them how many veterans organizations to which you belong—and of the other veterans organizations to which other Companions in your chapter belong. Recognize their patriotism for having joined another VSO, thank them, and say how many good things would

To recruit, you must “go outside the wire” and “become part of the community, rather than just fish in it.”

—United States Army

be possible if more folks shared their same level of volunteerism. Then remind them that nationwide, only about half of veterans are members of a veterans

organization.³³ Across the United States, the number of veterans who are not active members of VSOs exceeds those who are.

It might seem like “poaching” to look for new members among the existing members of other veterans organizations alongside which the MOWW chapter is also serving the community in memorials, commemorations, ROTC/JROTC and scouting programs and the like. It is not, but how do you plan to convince them they need to join another organization that will compete for at least some of their time? You can begin by informing your potential member that at its first convention in 1920, MOWW adopted a resolution encouraging such cooperation with the American Legion:

“That the members of the Military Order of the World War become affiliated with American Legion Posts and cooperate in the activation of the latter.”³⁴

MOWW recommends chapters actively recruit from the VFW and the American Legion, women veteran organizations, businesses, JROTC/ROTC commanders, non-profits organizations, community leaders, scouting groups, churches, synagogues, social clubs, and friends.³⁵

What is the winning sales pitch to convince them to join? Typically, elitism is an appeal. For example, US Army Rangers and the Special Forces of all the services are elite forces and they draw in new candidates every year who want a challenge. What makes us elite? Our connection to WWI, General Pershing, *and the ability to accept hereditary members* are part of our “elite” sales pitch.

Responding to Younger Veteran Officers

Veteran organizations and Veterans Service Organizations play a critical role in supporting veterans after they leave military service and integrate into civilian life. A May 2020 San Jose State University graduate master’s degree research project by Ben Sok, titled, “Veterans Service Organizations’ Declining Membership, and How



to Fix It,” supplies a great deal of useful information to help veterans organizations understand the importance of remaining

active to support future veterans, and to improve recruitment. According to Mr. Sok, “Veterans can fulfill a sense of purpose by helping [VSOs]” and their mission “of increasing national security, assisting with care for veterans, securing our future by mentoring youth, and empowering social connections through patriotism.”³⁶ At the same time, Mr. Sok points out the many competing priorities for the latest generation of veterans from recent conflicts make it difficult for them to join and participate in today’s veterans organizations:

*Modern veterans with families are asked to sacrifice time away from each other to participate in activities such as honor guard, food drives, community outreach, and fundraising. These activities require a lot of time, planning, and preparation that new members must juggle between work, school, family, and social life.... Employment and family obligations present a significant barrier to becoming active VSO [Veteran Service Organization] members [e.g.,] ...62 percent of veterans are employed with almost half of them working full time.... This leads to very little time to spend with family, let alone an external organization.*³⁷

Younger veterans often prefer to join organizations formed by veterans from their conflict and are hesitant to join the legacy veterans organizations founded by past generations. “Many current conflict veterans choose to become a member-at-large due to a lack of interest in affiliating with a local post that will not change to accommodate current conflict veterans and their families.”³⁸ This is critical.

Is your chapter interested in recruiting and accommodating veterans of recent conflicts? If so, how would anyone be able to tell that is the case? Are there representatives of these conflicts serving in leadership positions in the chapter who can make the case for membership? Has your chapter, department, or region supported efforts to honor veterans from recent conflicts?

According to the VFW and American Legion, only about 15% of Iraq and Afghanistan veterans who are

MOWW can step in to provide the sense of belonging and camaraderie to officer veterans of these recent conflicts.

eligible to join a veteran organization actually do so.³⁹ Many of this generation’s veterans exhibit an aversion to join the legacy veteran

organizations established by past generations, such as the Military Order of Foreign Wars (est. 1894), VFW (est. 1899), MOWW (est. 1919), American Legion (est. 1919), and American Veterans (AMVETS, est. 1944).⁴⁰ Writing for “Military Connection,” Debbie Gregory provided advice that deserves our attention:

*[T]he transitioning servicemembers of the Facebook/Twitter/Snapchat/Instagram generation are gravitating towards the groups that they perceive to be a better fit, such as Iraq and Afghanistan Veterans of America, the Mission Continues, and Team Rubicon.... If veterans’ organizations...want to survive the next twenty years, they need to prioritize women, present a united front pulling from the entire population of veterans and tackle charitable efforts together.*⁴¹

According to Ben Sok, “Post 9-11 veterans report the desire to be outdoors and actively participate in their communities.”⁴² Perhaps the key message older veterans need to share with their younger counterparts is to explain that the traditional activities carried out by the legacy veterans organizations are indeed focused on engendering patriotism, commemorating military holidays, and supporting veterans in need, and that such activities constitute “participating in their communities” in ways befitting their military background and ethics. One way to communicate that would be to have younger veterans in our organizations explain why they are members.

An organization founded by veterans of these recent conflicts, i.e., the Iraq and Afghanistan Veterans Association (IAVA), which was founded in 2004, claims to have over 425,000 members and 520,000 Facebook followers.⁴³ IAVA has lobbied Congress hard on issues relevant to the Post 9-11 generation of veterans, but they don’t seem to have active local organizations at the grass roots level, which is where MOWW can step in to provide the sense of belonging and camaraderie to officer veterans of these recent conflicts. IAVA requires no dues



of its members but it also has zero-member engagement.

Top VFW recruiters sound a note of caution when engaging with younger veterans of recent conflicts, saying,

*Just don't expect Iraq and Afghanistan vets with families to take over the Posts quite yet. Let them know their voice counts, but if they can't make all the meetings, they are still welcome.*⁴⁴

As Brig Gen Morrill (MOWW's Chief of Staff and Chief Operating Officer) recently published in the 2020 Recruiting Tips:

*Younger prospective members wanted to participate, appreciated our mission, but were restricted by income and because they were still working full time with family commitments. Younger prospective members gravitated to organizations that incorporate physical activities, and those that are family friendly.*⁴⁵

Tim Peters of VFW Post 10010, East Helena, MT, also wrote, "...it can be harder to recruit younger members, since they are often in the midst of raising families."⁴⁶

What about Spouses, Children, and Grandchildren?

Many of the prospects you may meet will want to know if their spouses can participate. You can explain that no auxiliary organization is needed because spouses can already join as Companions. If spouses are part of the recruiting effort, this inclusive message will be sent loud and clear.

The MOWW Recruitment Involvement page lists sixty-four ways to grow membership. Number one on that list is to "Ask someone."⁴⁷ Top recruiters emphasize "the easiest part is to 'just ask.'"⁴⁸ Have members report at meetings or via e-mail all attempts at recruiting. The chapter's recruiting lead can poll chapter members to learn how their efforts are coming along. "The easy part is asking, because the worst that can happen is the person says, 'No.'" In "VFW Recruiters Share Tips on Increasing Membership," the most successful recruiters for veterans organizations are those who are prepared

Younger prospective members gravitated to organizations that incorporate physical activities, and those that are family friendly.

for chance encounters. Tim Borland of VFW Post 9972 (Sierra Vista, AZ) explains, "I am never without an application.... Everywhere I go, I

have an application." Within MOWW, you now periodically have applications with a return envelope in *The Officer Review*® and you always have membership applications on the website, that you can carry with you wherever you go.

DEFINING & ACHIEVING SUCCESS

Best Representing the Order

When out recruiting, Companions should represent the Order in a manner that encourages others to consider joining. If manning an event or fundraising table, you should be wearing the attire of the Order, and be mentally ready to engage passers-by. When you have an encounter in routine circumstances, ensure you have a business card showing your affiliation with the Order, even if you do not hold a leadership position, to help demonstrate that you are proud of the Order and value your membership as a MOWW Companion. Recruiting tips for both the American Legion and VFW make this point. The VFW recommends "business cards as a way to establish your credibility."⁴⁷ MOWW agrees:

*It is always good practice to carry MOWW business cards with you. When you meet other veterans or potential members, exchange contact information and follow up with a call or e-mail inviting them to your next meeting.*⁴⁹

Last, it is a good technique to print on the back of the card the location and timing of chapter meetings.

People Like Thriving Organizations

Prospective Companions want to join functioning and thriving organizations that are succeeding. Recruiting is a challenge, but we are seeking candidates who are serving officers, officers who formerly served as officers, or those who wish to honor their officer spouse, parents, or grandparents as a Hereditary Companion. The officer veterans need to be reminded of the friendships and camaraderie they had on active duty, which we recreate as veterans through community service.



What will recruiting do for you? You will get new Companions who can provide the following:⁵⁰

- An increased ability to continue and conduct MOWW programs that the community has come to rely on
- Greater diversity in terms of age, social background in the Order's membership
- Increased skill sets and talents
- Expanded community support as the chapter grows

"Every chapter has its own characteristics and culture, and the chapters must tap into their strong points to promote their chapter."⁵¹ Be ready to share with others how you feel and how your volunteer service made a difference to other veterans, cadets and midshipmen, scouts, military service members, spouses, and students. Tell your story about how your chapter is serving the community—and share your passion. ★

"Continuing volunteerism is the essential attribute of the servant Companion."

—Brig Gen Arthur B. Morrill III, USAF (Ret)

Editor's Notes:

1. This article results from a MOWW Chief of Staff assignment to COL Tulak (a MOWW General Staff Officer) to examine factors and trends bearing on recruiting, retention, and involvement. The purpose was to help frame a more thorough and informed discussion while serving as a "think piece" and motivation for all Companions to help them assess the environment, chart the chapter's future, and to guide chapter retention, involvement, and recruiting efforts to materially help preserve and protect the chapter while ensuring the chapter thrives in the long term.
2. The March-April 2021 issue of *The Officer Review*® will feature the next article in this series, which will address chapter self-assessment considerations, including identifying the chapter's local community area of responsibility, membership Effectiveness Indicators, and the training and preparation needed to be successful.
3. The final article in this series will be in the May-June 2021 issue of *The Officer Review*® will address Recruiting Plan considerations.
4. Last, for more information on membership engagement, retention and recruiting, please see the MOWW Policy Manual, *The Officer Review*®, and the MOWW website (www.moww.org)

¹ Chapter Best Practices, MOWW, September 21, 2020.

² The American Legion, TAL National Membership Record, 2019, https://www.legion.org/sites/legion.org/files/legion/publications/TAL_National_Membership_Record_2020.pdf

³ Ben Sok, "Veterans Service Organizations' Declining Membership, and How to Fix It," a research project of the Graduate Public Administration program of San Jose University, May 2020, p. 17 (citing McLaughlin, 2011). Retrieved from: https://scholarworks.sjsu.edu/etd_projects/953

⁴ Department of Veterans Affairs, Gulf War Veterans, <https://www.benefits.va.gov/persona/veteran-gulfwar.asp#:~:text=More%20than%20650%2C000%20Service%20members,considered%20a%20Gulf%20War%20Veteran.>

⁵ Niall McCarthy, "2.77 Million Service Members Have Served On 5.4 Million Deployments Since 9/11," *Forbes*, March 20, 2018. <https://www.forbes.com/sites/niallmccarthy/2018/03/20/2-77-million-service-members-have-served-on-5-4-million-deployments-since-911-infographic/?sh=3a70fe3c50db>

⁶ Jeffrey E. Phillips, "ROA Annual Report, Fiscal Year 2020," 2020 Reserve Voice Convention Communiqué, p. 3.

⁷ Charles M. Pickett, "Intrinsic Motivation for Membership Campaigning," February 8, 2020. vfwnewhaven.org/intrinsic-motivation-for-membership-campaigning/

⁸ VFW, "Recruiter Training Student Guide," October 2018, p. 5. <https://movfw.org/uploads/Documents/membership/RecruiterTrainingGuide%20OCT18.pdf>

⁹ US Department of Health and Human Services, *Successful Strategies for Recruiting, Training, and Utilizing Volunteers*, 2005, p. 2-1.

¹⁰ Bruce Anderson, "The US Army's 5 Best Recruiting Tactics

— and how you can deploy them: October 15, 2018. <https://business.linkedin.com/talent-solutions/blog/recruiting-strategy/2018/2018/us-army-recruiting-strategy>

¹¹ Lions Club International, *Membership Satisfaction Guide*. <https://temp.lionsclubs.org/EN/pdfs/me301.pdf>

¹² US Department of Health and Human Services, *Successful Strategies for Recruiting, Training, and Utilizing Volunteers*, 2005, p. 4-5.

¹³ D. Okin and C. Robinson, "MOWW Recruiting Tips," December 4, 2020., p. 3.

¹⁴ OPM, *Talent Management System, Recruitment*, September 2005.

¹⁵ OPM, *Talent Management System, Recruitment*, September 2005. p. 2.

¹⁶ VFW, "Recruiter Training Student Guide," October 2018, p. 34.

¹⁷ VFW, "Recruiter Training Student Guide," October 2018. <https://movfw.org/uploads/Documents/membership/RecruiterTrainingGuide%20OCT18.pdf>

¹⁸ Community Tool Box, Section 17. Establishing and Maintaining a Membership Program. <https://ctb.ku.edu/en/table-of-contents/sustain/long-term-sustainability/membership-program/main>

¹⁹ Community Tool Box, Section 17. Establishing and Maintaining a Membership Program. <https://ctb.ku.edu/en/table-of-contents/sustain/long-term-sustainability/membership-program/main>

²⁰ American Legion, "Together, we make a difference," <https://www.legion.org/membership/whyjoin>

²¹ American Legion, "Together, we make a difference," <https://www.legion.org/membership/whyjoin>

²² VFW, "Recruiter Training Student Guide," October 2018, p.



5. <https://movfw.org/uploads/Documents/membership/RecruiterTrainingGuide%20OCT18.pdf>
23. First Liberty, "The 3 Most Important Things Americans Have to Say About Veterans Memorials," February 26, 2019. <https://firstliberty.org/news/important-things-americans-have-to-say-about-veterans-memorials/>
24. Timothy Lawson, #HonoringVets: Share your community's Veteran memorial," <https://www.blogs.va.gov/VAntage/35085/your-communitys-veteran-memorial/>
25. American Legion, "Together, we make a difference," <https://www.legion.org/membership/whyjoin>
26. MOWW Policy Manual, 9 A p r 1 9 (amended 30 Oct 20) p. 7.
27. Bruce Anderson, "The U.S. Army's 5 Best Recruiting Tactics – and how you can deploy them,": October 15, 2018. <https://business.linkedin.com/talent-solutions/blog/recruiting-strategy/2018/2018/us-army-recruiting-strategy>
28. Lions Club International, Membership Satisfaction Guide. <https://temp.lionsclubs.org/EN/pdfs/me301.pdf>
29. U.S. Department of Health and Human Services, Successful Strategies for Recruiting, Training, and Utilizing Volunteers, 2005, p. 2-4.
30. Volunteer Recruitment: How to Get the Volunteers You Need. <https://www.galaxydigital.com/blog/volunteer-recruitment/>
31. VFW Recruiters Share Tips on Increasing Membership.
32. VFW, "Recruiter Training Student Guide," October 2018, p. 14.
33. VFW, "Recruiter Training Student Guide," October 2018, p. 15.
34. National Bulletin, Vol. 1, No. 1, May 1921, p. 4.
35. D. Okin and C. Robinson, "MOWW Recruiting Tips," December 4, 2020., p. 3.
36. Ben Sok, "Veterans Service Organizations' Declining Membership, and How to Fix It," a research project of the Graduate Public Administration program of San Jose University, May 2020, p. 7. Retrieved from: https://scholarworks.sjsu.edu/etd_projects/953
37. Ben Sok, 2020, pp. 8 & 16. (citing several sources).
38. VFW, "Recruiter Training Student Guide," October 2018, p. 15.
39. Debbie Gregory, "Memberships in Veteran Service Organizations on the Decline," Military Connection, January 14, 2018. Re-trieved from: <https://militaryconnection.com/blog/memberships-veteran-service-organizations-decline/>
40. Debbie Gregory, January 14, 2018.
41. Debbie Gregory, January 14, 2018.
42. Ben Sok, 2020, p. 25.
43. <https://iava.org/membership/>
44. VFW Recruiters Share Tips on Increasing Membership.
45. D. Okin and C. Robinson, "MOWW Recruiting Tips," December 4, 2020., p. 3.
46. VFW Recruiters Share Tips on Increasing Membership.
47. VFW, "Recruiter Training Student Guide," October 2018, p. 19.
48. MOWW Chapter Best Practices, September 21, 2020, p. 3.
49. Recruitment Involvement. <https://www.moww.org/members/companions-only/recruitment-involvement/>
50. VFW Recruiters Share Tips on Increasing Membership. <https://www.vfw.org/media-and-events/latest-releases/archives/2019/6/vfw-recruiters-share-tips-on-increasing-membership>
51. US Department of Health and Human Services, Successful Strategies for Recruiting, Training, and Utilizing Volunteers, 2005, p. v.

MOWW STRATEGIC GOALS

- ▶ **Strategic Goal (SG) 1:**
Recruit, Convene & Involve Companions
- ▶ **Strategic Goal (SG) 2:**
Provide Companion Leadership Training
- ▶ **Strategic Goal (SG) 3:**
Mentor & Develop Companions
- ▶ **Strategic Goal (SG) 4:**
Conduct Chapter Advertising & Publicity
- ▶ **Strategic Goal (SG) 5:**
Expand & Improve Chapter Outreach Programs
- ▶ **Strategic Goal (SG) 6:**
Recognize Chapter & Companion Excellence



PATRICK HENRY, A PRINCIPLED PATRIOT

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

The Battlefield Trust says this about Patrick Henry:

[His legacy] has become indelibly linked with his oration to the Second Virginia Convention, where he proclaimed, "Give me liberty or give me death." However, Henry did not just give one speech and was not merely an unwavering patriot, Henry was a skilled politician, lawyer, and orator and his life and opinions did not always line up with other founders.

Patrick Henry was born on 29 May 1736 at the Estate of Studley in the County of Hanover to his Mother Sarah Syme (Winston) Henry and Father John Henry.

Patrick Henry's early years were less than spectacular as he was perceived as being more interested in hunting and fishing than learning. At the time, there were no public schools, and youth of the day were taught by family or, if the family could afford it, by a paid tutor. After the first ten years of his life, his father took charge of the matter and conducted his further education at home along with other children. His father was aided by his brother, the Reverend Patrick Henry, the Rector of St. Paul's Parish in Hanover. It was through this that young Patrick acquired some knowledge of Latin and Greek.

At the age of fifteen years, he was duly graduated from the domestic schoolroom and entered an apprenticeship with a tradesman. His father then set him up at a country store with his older brother William. This venture failed after one year.

At the age of eighteen, he announced that he was getting married to a young woman by the name of Sarah Shelton, her father being a small farmer and afterward a small tavern-keeper in the area (Hanover Tavern). After the failure of the farm that their parents had provided and subsequently of a country store and having several children, he looked at what he should do next.



By George Bagby Matthews (1857–1943), after Thomas Sully (1783–1872). Patrick Henry's family said this likeness most resembled him, and so it is the portrait that the Order uses on its gold, silver, and bronze Patrick Henry Medals.

The year was 1759 when, at Christmas time, he met a young man by the name of Thomas Jefferson, who was on his way to study at The College of William and Mary. It was about this time that Patrick decided that he wanted to be a lawyer and earn his living in this profession as well as in public speaking.

In 1760, Jefferson was surprised to see Patrick Henry in Williamsburg and learned that he was there for the purpose of seeking admission to the Bar. After some debate, he was admitted to the Bar in September 1760.

Patrick Henry was successful in the practice of law as evidenced by his attention to detail as

recorded in his fee books, which showed that he collected fees in 1,185 lawsuits besides collecting fees for the preparation of legal papers out of court during the period of time from his admission to the court in 1760 until the end of the year in 1763. At this time, Virginia was under the rule of England and the official influence of the Church of England.

It was during this period that Henry took an active part in opposing the Stamp Act. This was the

start of the Colonies' effort to ultimately fight for independence. He attended the First Continental Congress with his friend George Washington and others from Virginia from 5 September 1773 through 26 October 1774. He later attended the Second Continental Congress, which began on 10 May 1775. The Congress unanimously appointed George Washington as "Commander-in-Chief" of colonial forces.

The fight for independence started at Bunker Hill and ended in Yorktown. The history of the fight for independence is well documented in history books. During this period, Patrick Henry was appointed a Colonel in the Virginia Militia, but he never led troops in battle.

Patrick Henry was named the first Governor of the Commonwealth of Virginia on 5 July 1776 and served multiple terms as Governor.

Patrick Henry was a leader in the House of Representatives who, with Members of the House from five other states, fought the signing of the newly-drawn Constitution. These states were New Hampshire, Rhode Island, New York, North Carolina, and Virginia. There were many objections, the largest of which was that the new Constitution, as

written, would endanger the rights and liberties of the people of the several states.

While the Constitution was approved on 25 June 1778, the fight on how to amend it was about to begin. A path was provided but in an extremely straight and narrow way. "No amendment whatsoever could become valid until it had been accepted by three-fourths of the States, and no amendment could be submitted to the States for their consideration until it had first been approved,

either by two-thirds of both Houses of Congress, or else by a majority of a convention specially called by Congress at the request of two-thirds of the States." As party leader, he firmly pursued the ratification of the first amendments from June 1788 until 15 December 1791.

In 1794 he retired from public life as he had an adequate fortune to not worry about finances. He died on 6 June 1799 at the age of 63.

His adult life, and his passionate patriotism and his willingness to serve a greater cause than himself, epitomized the motto of the Military Order of the World Wars, "It is nobler to serve than to be served," which is why we revere him today. ★

Material taken from: Tyler, Moses Coit. "Patrick Henry." Norwalk, CT: The Easton Press, 1887, Revised 1898.



By Peter F. Rothermel (1817–1895). Patrick Henry's "Treason" speech before the Virginia House of Burgesses. A French traveler, whose name is not known, and whose journal was discovered in 1921, recorded at the time of Henry's speech that "one of the members stood up and said that he had read that in former times Tarquin and Julius had their Brutus, Charles had his Cromwell, and he did not doubt but some good American would stand up, in favor of his country". As Henry had seemingly called for the killing of King George III, there were cries of "Treason!" in the chamber, including by the Speaker, John Robinson. John Tyler Sr. (father of the future president), who was standing with Jefferson as they watched the session, called this one of "the trying moments which is decisive of character", and both recalled that Henry did not waver: "If this be treason, make the most of it!".Source: Wikipedia



LTC ALFRED H. M. SHEHAB, USA (RET)

68TH COMMANDER-IN-CHIEF, 1998-1999

18 September 1919–12 December 2020

Lieutenant Colonel Alfred H. M. Shehab, United States Army (Retired), of Odenton, MD, passed away on 12 December 2020. He was born in Cape May, NJ, on 18 September 1919 and was educated in the United States and Lebanon, majoring in political science and history. He is the son of the late His Highness Emir Haleem Mahmoud Shehab, descended from al-Hareth, a Companion of the Prophet Mohammed, a member of the ruling Quraysh tribe. The princely title of “Emir” is one of the most ancient of the Arab world, as granted to al-Hareth by the first Caliph Abu Bakr.

Because of films portraying the actions and panache of horse cavalry soldiers, he volunteered for the Free French Forces as a teenager, but his father quickly ended that adventure. He later enlisted in the US Army in January 1942. After completing Officer Candidate School, he was commissioned a Second Lieutenant of Cavalry, Army of the United States, in August 1942 at Fort Knox, KY.

Colonel Shehab was a professional soldier and a courageous cavalry officer who served in the European Theater during World War II, which included fighting in the largest battle of the war, the Battle of the Bulge. During the war, he served with the 102nd Cavalry



Reconnaissance Squadron (Mechanized) of the 38th Cavalry Group (the Jersey Essex Troop). Later, he also served in a variety of line and staff assignments in armored divisions and cavalry regiments throughout the United States, the Caribbean, Europe, and the Middle East. For example, he was the Armor Advisor to the Kingdom of Saudi Arabia from 1952–1953.

In 1958, he served as Special Assistant to GEN Paul D. Adams, Commander, US Army Forces in the Middle East, in support of

Lebanese forces. He earned the highest acclaim due to his unique qualifications and outstanding duty performance in this capacity. His final military assignment was with the Inspector General Section, Second Army, Fort Meade, MD, and he retired there in February 1963. Following his distinguished Army career, he worked with the Goddard Space Center, National Aeronautics and Space Administration, MD, from 1964–1984.

His awards include the Bronze Star Medal with “V” Device for valor and one Bronze Oak Leaf Cluster, the Purple Heart Medal, the Army Commendation

Medal with one Bronze Oak Leaf Cluster, the American Defense Service Medal, the American Campaign Medal, the European-African-Middle Eastern Campaign Medal with four Battle Stars, the World War II Victory Medal,



the Army of Occupation Medal (Germany), the National Defense Service Medal, the Armed Forces Expeditionary Medal, the French *Croix de Guerre* (WWII) with Bronze Palm, and the

Belgian *Croix de Guerre* (WWII) with Bronze Palm, and the French *Légion d'honneur* (*Chevalier*), the latter being presented in February 2013.

As a Perpetual Member of the Military Order of the World Wars (MOWW), he served as a chapter, department, and region commander, and the Commander-in-Chief of the Order, serving as such from 1998-1999. His affiliations included Perpetual Memberships in the following MOWW chapters: The General George G. Meade Chapter, the Hann Buswell Memorial Chapter, the New Jersey Chapter, and the Philadelphia Chapter. His affiliations also included: The Armor Association (GEN Abrams Chapter); the 11th Cavalry Association; the US Horse Cavalry Association; the Fourth Armored Division Association; the Officer Candidate School Hall of Fame; the Order of Saint George (Armor/Cavalry); *La Societe Des Chehabi Emirs*; the Order of Saint Stanislaus (*Chevalier*); the American Legion (Post



7), the Veterans of Foreign Wars (Post 386, Cape May, NJ); the Military Officers Association of America (Fort Meade Chapter).

Colonel Shehab was also active in many veteran organizations,

foundations, and civic associations. He held many leadership positions, including as the President of the National Association of Arab Americans, the Greater Odenton Improvement Association, and the Battle of the Bulge Historical Foundation. He was the founder and President of the West Anne Arundel County Republican

Club. He was appointed Chairman of the Fort Meade Coordinating Council, the Odenton Town Center Growth Management Committee, the Anne Arundel County Impact Fee Study Committee, and the Maryland Military Installations Council.

Colonel Shehab is survived by his daughter Nanette J. Speer, two granddaughters, and three great granddaughters. He also leaves behind his partner of many years, PCINC LTC Ruth L. Hamilton, USA (Ret). He is preceded in death by his wife of 37 years, the former Betty J. Quenin. ★



NATIVE AMERICANS ALWAYS ANSWER THE CALL

RADM RONALD F. SILVA, USCG (RET)
SUN CITY CENTER CHAPTER, FL

In the early 1900s, the warrior tradition of American Indians seemed to face near extinction. The last of the major conflicts over Native American lands had ended a generation before when the Agreement of 1877 annexed the Sioux homelands and permanently established Indian reservations. With a handful of exceptions, Native warriors no longer engaged in battle to protect their homes, families, and way of life.

That changed in 1917 when the United States formally entered World War I. In need of a much larger military, the Federal government began to promote enlistment, and shortly afterward, instituted the draft. It is estimated that more than 12,000 American Indians served in the US Armed Forces during the war. At a time when a third of indigenous people were not recognized as citizens of the United States, more than 17,000 indigenous men registered with the Selective Service. An estimated 12,000 joined the US Armed Forces, some 6,500 of whom were drafted, according to the records of the US Office of Indian Affairs.

Members of the Choctaw Nation of Oklahoma became the military's first officially organized and trained group of American Indian code talkers. Students of Federal Indian boarding schools volunteered in large numbers—more than 200 from the Carlisle Indian School alone. Native Americans joined every branch of the military, including a



Private 1st Class John Elk of Standing Rock Reservation in 1919 served in Company D, 139th Infantry Regiment (35th Division), with several other Native servicemen from tribes in North Dakota. Elk has been posthumously recognized as a code-talker in World War I. His commanding officer said he was an "exceptionally good scout, was very cool and calm but very quiet." From "Warriors in Khaki," by Michael and Ann Knudson. Photo from British National Archives.

number of Native women who volunteered for the Army Nurse Corps.

Unlike African American servicemen and women, Native Americans were not segregated into special units, although there is evidence that they were often given unusually dangerous assignments. About five percent of Native combat soldiers were killed during World War I, compared to one percent of American soldiers overall.

The United States' entry into World War II brought large numbers of American Indian warriors back to the battlefield in defense of their homeland. More than 44,000 American Indians out of a total Native American population of less than 400,000 served with distinction between 1941 and 1945 in all theaters of the war. Servicemen from more

than 30 Native nations used their tribal languages as unbreakable codes to transmit vital communications. Among the many Native heroes of the war was Ira Hayes, who grew up on his parents' farm in the Gila River Indian Community, AZ. He enlisted in the Marine Corps Reserve in 1942 and was one of six servicemen who raised the American flag over Iwo Jima, a moment immortalized by the Marine Corps Memorial.

During the Korean War (1950–1953), battle-hardened Native American troops from World War II were joined by American Indians newly recruited to fight on foreign soil. Approximately 10,000 Native

Americans served in the US Armed Forces during this period. Seven American Indians and Native Hawaiians received Medals of Honor for their bravery and sacrifice in Korea.

Native Americans demonstrated their patriotism again during the Vietnam era. More than 42,000 Native Americans fought in Vietnam, more than 90 percent of them volunteers. Among the nearly 60 thousand names of individuals killed or missing in action on the Vietnam Memorial Wall, 232 are identified as Native Americans or Alaska Natives.

During the 1980s and 1990s, Natives in the US Armed Forces took part in combat or other missions in Grenada, Panama, Somalia, Bosnia and Kosovo, the Persian Gulf, Afghanistan, and Iraq. Private First Class Lori Piestewa was the first woman killed in action during Operation Iraqi Freedom and the first American Indian woman known to have died in combat overseas. According to the Department of Defense, more than 23,000 of the 1.2 million men and women on active duty in the US Armed Forces today are American Indians or Alaska Natives.



With the completion of the Smithsonian's National Museum of American Indian and the National Native American Veterans Memorial, the latter opening on 11 November 2020, the museum will honor all Native veterans. The museum will announce the larger, ceremonial opening when it is possible for veterans and their families to take part. ★

The Makah and Quileute Surfmén at the Waddah Island Lifesaving Station (PHOTO ABOVE LEFT)

In 1878, a newly built lifesaving station began operations on Waddah Island on the Makah Indian Reservation in the US Territory of Washington. (This territory in the Pacific Northwest became the 42nd state in 1889.) The Waddah Island Lifesaving Station, which was specifically located at Neah Bay, became one of the earliest US Federal government facilities to employ an entire unit of Native Americans.

This station was also among the first to be built along US-owned sections of the Pacific shoreline to help rescue shipwrecked mariners and passengers in that part of the world. The stations were constructed and operated by the US Life-Saving Service (USLSS), which was merged with the US Revenue Cutter Service in 1915 to form the US Coast Guard.

In announcing the plans to establish a lifesaving station at Neah Bay, an article in the Los Angeles Herald in 1875 reported that Native Americans in the area would be recruited to serve in the crew for that facility. As noted in that article, a big reason for recruiting these individuals was that they were "expert surfmen."

The original crew at the Waddah Island Lifesaving Station consisted of members of the Makah and Quileute tribes. The surfmen in this history-making crew included As-chik-abik, Que-nessa, Tsos-et-oos, and Tsul-ab-oos.

Members of other coastal tribes likewise served with distinction at federal facilities that were maintained by not only the USLSS but also the US Lighthouse Service (merged with the US Coast Guard in 1939). These tribes included the Ojibwa in the Great Lakes region and the Wampanoags in Massachusetts.

Photo Credit: US Coast Guard

Additional information on Native Americans serving at the Waddah Island Lifesaving Station is available at <https://wadahp.wordpress.com/2011/05/19/navigation-and-lifesaving-lightships-lifesaving-stations-no-17/>



POLICING IN COLORADO SPRINGS

COL STEPHEN A. SHAMBACH, USA (RET)
COMMANDER, COLORADO SPRINGS CHAPTER, CO

The Colorado Springs Chapter increased its support for First Responders and invited Colorado Springs Police Chief Vince Niski to speak at its September 2020 Membership Luncheon.

Chief Niski joined the Colorado Springs Police Department in February 1989. After working in Patrol, he was assigned as an instructor at the Training Academy and as a Detective in the Metro Vice, Narcotics, and Intelligence Division (VNI). Following his promotion to Sergeant in 1997, he served as a supervisor in the Gold Hill Division, DUI Unit and Metro VNI.

Upon his promotion to Lieutenant in 2007, he worked as a Shift Lieutenant in Patrol and as the Patrol Support Section Lieutenant in the Specialized Enforcement Division. He was promoted to Commander in 2011 and assigned to the Stetson Hills Division until being promoted to Deputy Chief in March 2012. Serving as the Deputy Chief of both the Operations Support Bureau and Patrol Operations Bureau, he was appointed the Chief of Police in February 2019.

Chief Niski holds a Bachelor of Arts Degree from the University of Northern Colorado. He is a graduate of the Center for Creative Leadership and the Police Executive



Chief Vince Niski, Colorado Springs (CO) Police Department

Research Forum's Senior Management Institute for Police.

Chief Niski gave a highly informative presentation on the state of policing in Colorado Springs. He also addressed budget challenges and his concerns about police funding reductions. He then highlighted recruiting challenges faced by the Police Department resulting from racial issues. Chief Niski stated there is a need for more and varied members on the police force because of the increase in population and the attendant increase in the need for policing.

Chief Niski also mentioned the importance of community relationships, having police who live in the community, and police presence in schools to establish a positive image with our young people. He finally mentioned how MOWW could

support the police. He said just thanking police officers we meet day to day is a morale boost. He also suggested attending the annual banquet honoring police heroes. The chapter plans to reserve at least one table. A big thanks to Companion COL George E. George Reed, USA (Ret), for hosting Chief Niski.

During the luncheon, Col Randy Helms, USAF (Ret), was inducted as the Chapter's Assistant Treasurer. Thanks for volunteering, Randy! ★



L-R: The chapter's newly installed Assistant Treasurer Col Michael R. (Randy) Helms, USAF (Ret), congratulated by Chapter Commander COL Steve Shambach, USA (Ret).

OY 2022 NATIONAL OFFICER ELECTIONS

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



“IT IS NOBLER TO SERVE”

EACH YEAR, COMPANIONS CAN FULFILL THE PROMISE OF MOWW’S MOTTO, “IT IS NOBLER TO SERVE THAN TO BE SERVED,” BY RUNNING FOR ELECTION AS A NATIONAL OFFICER.

BECOME A CANDIDATE FOR A NATIONAL OFFICER POSITION FOR OPERATING YEAR 2021 (1 JULY 2021 – 30 JUNE 2022) BY EMAILING YOUR CANDIDACY STATEMENT TO THE FOLLOWING NOMINATING COMMITTEE LEADERS. MULTIPLE CANDIDATES FOR EACH POSITION ARE ENCOURAGED.

NOMINATING COMMITTEE POINTS OF CONTACT:

- **Chair, Nominating Committee**
 - PCINC LTC John H. Hollywood, USA (Ret) | jhhollywood@verizon.net
- **Vice Chair, Nominating Committee**
 - IPCINC LTC Charles S. Chamberlin, Jr., USA (Ret) | a_cchamberlin@grandecom.net

NATIONAL OFFICER POSITIONS NEEDING CANDIDATES:

- | | |
|---|---------------------------------|
| • Commander-in-Chief | • Treasurer General |
| • Senior Vice Commander-in-Chief | • Judge Advocate General |
| • Vice Commanders-in-Chief (4 each) <ul style="list-style-type: none">○ <i>Note: the MOWW Constitution [Article V, Section 2, Paragraph A. 2]], states, “Four each, with no two of whom coming from any one region.”</i> | • Surgeon General |
| | • Chaplain General |
| | • Historian General |



GOING OUTSIDE THE WIRE

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

Dog Tag, Inc., is an organization that helps veterans and military families build a bridge from military service to private sector employment and a productive civilian life by “going outside the wire.” However, when they talk about going outside the wire, they are also speaking to us because going outside the wire is what we must do to work membership issues such as engagement in and out the chapter, member retention, and new member recruitment. Dog Tag wrote:

Going “Outside the Wire” takes guts. It’s military jargon for going beyond the relatively safe confines or the support of a base. It takes courage, armor, and the protection of your community.... Going “Outside the Wire” means pushing beyond...[our] comfort zones and redefining ... [ourselves].

The irony is we are not hunkered down behind barbed wire, revetments, or buildings. Instead, our habits and our affection for the status quo confine us. Too often, we expect unspecified “others” to do the work needed outside the wire of our own comfort zone.

Our military training, experience, and capabilities in leadership, management, and performance should benefit MOWW—if we permit and commit ourselves to applying them. The Marines call doing what’s required to make good things happen [“Chief’s Notes,” Jul-Aug 20], “rushing to the sound of gunfire” [“Chief’s Notes,” Jul-Aug 19]. However, success will elude us if we stay behind the wire.

We don’t need heroic, one-man stands... the lone chapter commander without a robust chapter team of engaged volunteers. Overcoming challenges, being a vibrant

“If our Companions do not venture out of familiar territory into new events, activities, organizations, and locations to seek new members, they are not going to find younger candidates. It is extremely unlikely that new or younger veterans will simply stumble into one of our monthly meetings. We must go to them.”

—COL Arthur N. Tulak, Ed.D., USA (Ret); MOWW GSO

organization, and achieving persistent success takes a team of volunteers. In fact, GEN Stanley A. McChrystal, USA (Ret), says it takes a team of teams. [“Team of Teams: New Rules of Engagement for a Complex World,” Penguin Publishing Group, NY: NY, 2015.]

We must be an agile, learning organization of volunteers who quickly adapt to enable persistent success and achieve needed results in an uncertain world. Mohammad Haneef Atmar, the current acting Minister of Foreign Affairs of Afghanistan, reinforced that point when, as described by McChrystal, he said, “Of course we understand the dangers; we simply have no other choice.”

McChrystal reinforced Atmar’s assessment:

Most of us would consider it unwise to do something before we are fully prepared; before the equipment is optimally in place and our workers well trained. But, as the reader will discover, that is the situation we found ourselves in. And in researching this book, we discovered that that is the situation leaders and organizations far from any battlefield face every day.

Poignantly, McChrystal also reminds us:

There’s a temptation for all of us to blame failures on factors outside our control ... [and find] comfort in “doubling down” on proven processes, regardless of their efficacy.... But feeling comfortable or dodging criticism should not be our measure of success. There’s a likely place in paradise for people who tried hard, but what really matters is succeeding. If that requires you to change, that’s your mission.

The late Brig Gen Chuck Yeager anticipated those sentiments when he observed, “At the moment of truth, there are either reasons or results.” ★



BLOOD 101

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

More than ever, blood and blood products are needed in medical treatments. Fractionation of blood makes a single unit (500 CCs) go much farther in treating multiple patients. Blood's first significant contribution was its adaption for transfusions. The next big step was the discovery of the different major blood groups (ABO) and later the "lesser" the RH factors, which led to today's widespread uses.

The ancients recognized the function of blood and its potential for good if it could be given from one person to another. Blood is basically seawater with red cells and other components that have evolved over time. Today, these "added" elements are increasingly useful. In the COVID-19 struggle, convalescent serum use is gaining popularity, i.e., using antibodies from recovered patients to boost the immunity of current patients.

The history of blood's value begins with the discovery that it circulates in the body. Initially, Galen, a physician, surgeon, and philosopher in the Roman Empire, believed blood moved through invisible holes in the chambers of the heart and the veins. Only air was thought to move through arteries. Many believed the soul resided in the blood. William Harvey was the first to understand that blood passed through the lungs. However, the Church declared his works heretical.

In 1656, Christopher Wren did the first published transfusion of blood between animals. Interestingly, early transfusions were given to correct personality problems, not to replenish blood loss. The first man-to-man transfusion occurred in Paris, France, in 1667 by Jean-Baptiste Denis. Some of his reported symptoms are now recognized as "transfusion reactions." Unfortunately, dogs were the animals used for research. They do not have major blood group antibodies as do humans, so transfusion reactions were not seen until later.

In 1907, Ludvik Hekaton discovered the ABO (type) blood group antigens. He suggested the safety of transfusion would

be improved by only using group-specific blood between donors and patients. Reuben Totenberg performed the first blood transfusion using this blood "typing and cross-matching."

Dr. William Hammond, an assistant surgeon with the US Army, transfused bullock blood in 1849. The patients predictably died. At least two transfusions were made on wounded soldiers during the Civil War. The blood was obtained from healthy volunteers. The next significant discovery was made in 1940 by Karl Landsteiner, Alexander Wiener, Philip Levine, and R. E. Stetson, when they discovered RH antigen groups, which made transfusions safe.

The last big discovery was by Edwin Cohn, who developed the process of breaking down plasma into its various components and products. Albumin, gamma globulin, and fibrinogen were first isolated and become available for clinical use. All the fractions of blood now used are simply smaller components used in treating various conditions. Today, Albumin is obtained from the plasma of healthy human donors or artificially produced. Immune globulins function as antibodies to infection and come from plasma. Clotting factors are thirteen fractionated substances that act in the process of clotting the blood and can treat selected deficiencies, e.g., Hemophilia.

Convalescent Plasma from donors who have recovered from COVID-19 seems to contain antibodies to the acute respiratory COVID syndromes that can suppress the virus and modify the inflammatory response. Research is further defining these properties. However, the FDA has determined these current findings meet the criteria for Emergency Use Authorization. The available data suggests that serious adverse reactions following the administration of COVID-19 convalescent plasma are infrequent. From treating personality problems to COVID, blood and its products have just started to reach their full potential.

Be well. ★



DEFINING MOMENT

LCDR DEBRA F. ROGERS, Ed.D., USN (RET)
ASSISTANT CHAPLAIN GENERAL, MOWW

In life, individuals experience defining moments that irrevocably change their life or perspectives. Defining moments consumed the year 2020, such as a pandemic, a historic national election, and a plethora of social injustice issues, the latter including the continued marginalization of minority groups at unprecedented levels. Each moment defined us not only as individuals but as a nation. Unfortunately, some of these defining moments highlighted aspects of the worst of us domestically and globally. Fortunately, there were also stories all over America of individuals and groups highlighting the best of us.

Despite all the negativity and ugliness currently seen in our country, we can learn to adopt the behavior modeled by those individuals and groups whose light shines brightly through the darkness.

This country has faced many struggles on and off the battlefield, and in the face of those battles, we ultimately rose. Yes, we have scars, some ethnic and other groups more than others, but our scars only remind us where we have been. They do not have to dictate the future. It is time for our country and its citizens to begin the healing process. God is the ultimate healer, and when we trust in His word, all things are possible (Philippians 4:13).

A new year provides us the perfect opportunity for introspection and re-evaluation of priorities. There comes a time in each of our lives when we decide to investigate our hearts and reach a point of choosing how we would live our lives. All our hopes and dreams will rise from that moment, and when we surrender to change for the better, it becomes our defining moment.

Similarly, God's word illustrates defining moments time and time again. One is Moses' change of heart and his decision to lead the Hebrews out of Egypt. Each of us has a responsibility to our brothers and sisters as citizens of this nation. We must resolve to rise above the rage, racism, pettiness, cynicism, and resistance, and move forward toward unification.

Moving toward unification and healing takes an act of forgiveness. We must forgive those who are unkind to us and look for ways to show kindness to others. Ephesians 4:32 states, "Be kind and compassionate to one another, forgiving each other, just as God forgave you." The evolution of changing hearts and minds takes time, but I promise you as you go about your daily life, every step walking in His light, showing the best of our humanity, and trusting Him completely, will be your defining moment. ★





Colorado Springs Chapter, CO

Abigail Deyoe, 2019 Phoenician Award Winner

BY COL STEPHEN A. SHAMBACH, USA (RET)

The Colorado Springs Chapter conducted a special awards ceremony in conjunction with their monthly meeting on Saturday, 22 August 2020. Chapter Commander, COL Stephen A. Shambach, USA (Ret), presided over the ceremony recognizing Ms. Abigail Deyoe as MOWW's National 2019 First Place Phoenician Essay Contest winner. He presented Ms. Deyoe the 2019 Phoenician Award and a check for \$2000.

Abigail attended the Rocky Mountain Youth Leadership Conference (RMYLC) in 2019 as a junior from Castle View High School. She graduated high school in 2020 and recently started her first year at the University of Colorado, Colorado Springs, where she is majoring in Sports Science. Abigail is the first winner from RMYLC to achieve this national honor. She read her winning essay, "Opposing Term Limits in Congress," to the audience's delight, an audience that included her family: parents Jason and Kelly, and her sister Hannah.

(L-R): Abigail Deyoe; COL Stephen A. Shambach, USA (Ret), RMYLC Coordinator; Dr. Sandy Russell, RMYLC essay coordinator.





MG (Bvt) Chamberlain, ME

A Donation to Honor Veterans—Wreaths Across America

BY LTC DAVID A. ANDERSON, USA (RET)

Past Region I Commander and Brevet Major General Chamberlain Chapter Commander, CPT Alan David Johnston, USA (Fmr), presented a donation of \$1,500 to Mr. Wayne Hanson, Chairman of the Board of Directors of Wreaths

Across America (WAA). The donation was presented during the chapter meeting on 17 October 2020. The monies are designated for the purchase of wreaths to be placed on grave markers located at the Togus Cemetery in the town of Chelsea, ME.

National Wreath Day was on 19 December, and WAA placed wreaths at more than 2,200 veteran graves this year. Each year thousands of veterans are honored.

A few years ago, WAA went to Normandy and placed 9,389 wreaths on the markers of the WWII soldiers who died on the beaches of Normandy on 6 June 1944 and who are buried at the Normandy American Cemetery and Memorial. The Superintendent of the Normandy American Cemetery and Memorial is Mr. Scott Desjardins, a Madawaska, ME, native and a former US Army cavalry scout and tank crewman.

(L-R): CPT Alan David Johnston, USA (Fmr); Mr. Wayne Hansen, and Past Region I Commander and past Chapter Commander, COL Robert E. Barton, USA (Ret).



Puget Sound Chapter, WA

A Sign of the Times

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

A sign of the times for inducting new members: socially distancing, outside, and no crowds.

Welcome to MAJ Victor F. Hogan, USA (Ret), the latest Companion to the Puget Sound Chapter. Outside, Chapter Commander LTC Heinz Haskins, USA (Ret), and Lt Col Richard Muri, USAF (Ret), induct MAJ Hogan into the Order.

(L-R): LTC Heinz Haskins, USA (Ret); MAJ Victor F. Hogan, USA (Ret); Lt Col Richard Muri, USAF (Ret).

Northern Virginia Chapter, VA

Chapter Fully Engaged in Program Outreach

BY BRIG GEN ARTHUR B. MORRILL III, USAF (RET)

In partnership with other veterans, local car clubs and other organizations, members of Region IV's Northern Virginia Chapter participated in two Marine Reserve Toys for Tots drives in December 2020 as a part of its Veterans Affairs Outreach Program. This year was especially important as the Marine Reserve had announced a shortage in toy donations, so the chapter stepped up to help fill the need. The Marines were very appreciative—and we are sure the kids were too!



In addition, as a part of its Law & Order and First Responder Outreach Program, the chapter presented its FY 2020 (1 Jan-31 Dec 20) Law & Order and First Responder Awards to members of that community from the multi-county Northern Virginia area. Fourteen jurisdictions competed in the chapter's awards competition—eleven Police and Sheriff Departments, and three Fire & Rescue Departments. Two individuals in line positions were selected: LT Michael A. Bartholme (City of Fairfax Police Department) and Police Officer II Jennifer Wood (City of Falls Church Police Department). In addition, the following professionals in staff positions were selected: Dispatcher III Cynthia Tetterton (City of Fairfax Police Department) and Records Administrative Assistant Natasha Redmond (City of Falls Church Police Department). “Bravo Zulu” to all!



Photo top: Brig Gen Art Morrill (Chapter Adjutant/Treasurer and MOWW Chief of Staff) participates in the Marine Reserve's Toys for Tots Program in Fredericksburg, VA. Photo center: Marine Reserve Toys for Tots drive. Above right: Jurisdiction patches of the winners of MOWW's FY 2020 Law & Order and First Responder Awards— City of Fairfax Police Department (left) and City of Falls Church Police Department (right).





Clearwater Chapter, FL

Clearwater Chapter Inducts New Perpetual Member

BY LTC DAVE MASON, USA (RET)

COL Branch Moeling, USA (Ret), was inducted as a new Perpetual Member during the chapter's March 2020 meeting.

(L-R) LTC Dave Mason, USA (Ret); COL Branch Moeling, USA (Ret), and Chapter Commander LTC Steve Hodges, USA (Ret).



GA Bradley-COL Hanson Chapter, CA

Rededication of 100-year old Monument

BY LT COL DAVID J. WORLEY, USAF (RET)

The GA Omar Bradley-COL Thaxton Hanson Chapter took part in a Flag Day rededication ceremony of a 100-year old monument located at VFW Post 3834 (San Fernando).

The monument was erected on 14 June 1920 by the San Fernando Valley Chapter of the National Society Daughters of the American Revolution (NSDAR) to honor those from the community who served during The Great War. The Bradley-Hanson Chapter is sponsoring a rededication plaque, to be placed in front of the current monument. San Fernando Valley NSDAR Chapter Regent, Mrs. Lynda K. McGinnis, was presented a Certificate of Recognition for the rededication event.

(L-R): Lt Col David J. Worley, USAF (Ret); Mrs. Lynda K. McGinnis



Veterans: Exercise Online at Your Pace and on Your Schedule!

Gerofit: From stretching to full workouts



Exercise is important for individuals of all abilities. Even a few minutes of activity a day provides both physical and mental health benefits.

Did you know there is a program that already exists to help Veterans overcome these

barriers? Join us for Gerofit on the Veterans News Network.

Originating from VA's Geriatric Research, Education & Clinical Center (GRECC) in Durham, NC, Gerofit is a personalized exercise program developed specifically for older veterans.

Some programs offer the ability to connect and exercise virtually – from the comfort of the veteran's own home. All that is required to participate is a smart device and an internet connection.

Anyone with access to the internet can go online to visit the Veterans Health Administrations channel YouTube page. Just search #GerofitExercise in the YouTube search bar.

The videos vary from short stretching and cardio routines to full-body routines, appropriate for varying abilities and comfort levels. Safe and challenging, Veterans can even do these exercises entirely from the chair.

Click here to go to Veterans News Network: <https://www.youtube.com/user/VeteransHealthAdmin>

Expanding Advanced Care Planning for Veterans: Making End-of-Life Decisions Now



Life-Sustaining Treatment Orders empower veterans to communicate their authentic wishes for care at the end of their life.

VA Geriatric Scholar Elke Baker (pictured) and her

Tampa, FL, home-based primary care team have achieved a 97% completion rate of these orders. She offers advice that makes sense.

"It is important to have these conversations during non-crisis times when patients have decision-making capacity," said Baker.

Baker stressed how COVID-19 has heightened the need for conversations about end-of-life treatment plans.

"It has never been more important to have goals-of-care conversations with our patients during this pandemic," Baker continued. "We need to talk about potential complications from COVID due to advanced age and underlying health conditions and how this might cut the potential success rate of treatment options like ventilator support, for example."

Baker is a 2019 alumna of the VA Geriatric Scholars Program. The national workforce development program trains primary care providers in geriatric medicine. Scholars complete an intensive didactics course that addresses common geriatric syndromes and health care concerns. They are also trained to lead a local quality improvement project based on the Institute for Healthcare Improvement model for Improvement and the Plan, Do, Study, Act (PDSA) framework, which guides teams through iterative cycles of improvement.

Baker credits her colleagues for the success of her project in 2020.

COVID-19 vaccines: VA administers over 146,000 COVID-19 vaccine doses to date



The VA announced today it has administered initial COVID-19 vaccine doses to more than 14,000 Veterans at high risk of getting COVID-19 infection, and more than 132,000 health care employees as of 4 January 2021.

VA is working closely with the Centers for Disease Control and Prevention (CDC) and other federal partners to provide COVID-19 vaccines to veterans and VA health care personnel. Everybody has a lot of questions, and information is changing quickly. Please click below often for updates. <https://www.va.gov/health-care/covid-19-vaccine/>





REVEILLE

RANK/NAME (SERVICE)

NEW MEMBER

Sponsor

*Denotes PM/HPM

**Denotes RM/HRM

DATA FROM DECEMBER 2020–JANUARY 2021

CHICAGO CHAPTER IL

COL JAMES G. MURPHY, USA (RET)**

LTC Jon B. Casillas, USA (Res)*

COL ROOSEVELT CHAPTER NY

MRS. CAROLYN T. FARINELLA**

LTC Paul F. Farinella, USA (Ret)*

1LT MARK H. GETMAN, NYARNG (FMR)**

LTC Paul F. Farinella, USA (Ret)*

COL WOOLSEY CHAPTER CA

CDR KEVIN M. CASEY, USN (FMR)**

Maj Jose A. Ramirez, USMC (Ret)*

CPT ADAM R. HARRIS, USA**

CPT Lawrence R. Linn, USA (Fmr)**

COLORADO SPRINGS CHAPTER CO

MAJ WILLIAM A. CROSS, USA*

Lt Col Ulysses C. Swift, USAF (Ret)*

FORT WORTH CHAPTER TX

MRS. PATRICIA A. TAYLOR*

Maj Robert J. Williams, USAF (Ret)*

GEN RIDGWAY-PITTSBURGH CHAPTER PA

CPT RONALD A. KIERSARSKY, USA (FMR)**

COL Robert L. Reese, USA (Ret)*

COL ROBERT G. MUNHALL, USA (RET)**

COL Robert L. Reese, USA (Ret)*

MAJ ERIK C. WAGNER, USA (RET)*

COL Robert L. Reese, USA (Ret)*

GENERAL MEADE CHAPTER MD

LTC (CH) CLARK D. CARR, USA (RET)*

COL Kenneth D. McCreedy USA (Ret)*

GREATER BOSTON CHAPTER MA

LTC EUGENE P. FLYNN, USA (RET)**

COL Lawrence A. Willwerth, USA (Ret)*

LT COL ENOCH O. WOODHOUSE II, USAFR (RET)*

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

GREEN MOUNTAIN CHAPTER VT

MAJ NEIL J. JULIAN, USA (RET)*

COL Errol C. Briggs, USA (Ret)*

MEMPHIS CHAPTER TN

LT COL MARTIN V. HILL II, USAF (RET)**

CAPT James P. Googe, Jr., USN (Ret)*

LT COL ROBERT C. KUHL, USAF (RET)*

CAPT James P. Googe, Jr., USN (Ret)*

PHOENIX CHAPTER AZ

CAPT JOHN E. LARSON, USAF (FMR)*

COL Richard E. Minor, USA (Ret)*

PRINCE GEORGE'S COUNTY CHAPTER MD

1LT ANDY L. MICHEL, USA**

MAJ Clement I. Goodwine, Jr., USA (Ret)*

PUGET SOUND CHAPTER WA

COL RONALD J. LUCAS, USA (RET)*

Lt Col Richard W. Muri, USAF (Ret)*

SANTA CRUZ VALLEY CHAPTER AZ

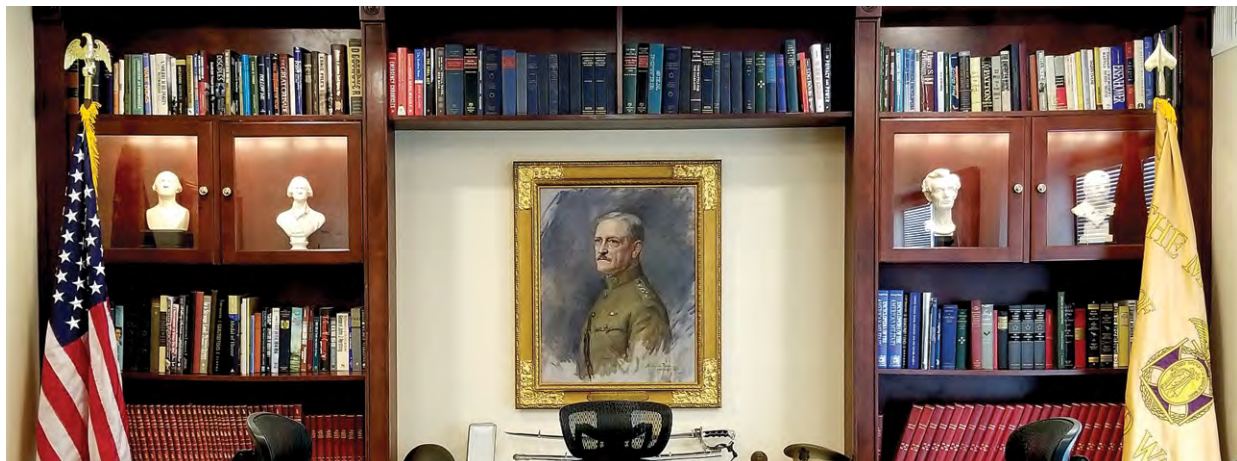
1LT SIMRAN PATIL, USA*

Lt Col Marlon M. Ruiz, USAF (Ret)*

SUN CITY CENTER CHAPTER FL

MS. BARBARA R. MCELROY*

Capt Vernon A. Elarth, USAF (Fmr)*



TAPS

RANK/NAME (SERVICE)

*Denotes Perpetual Member (PM)

**Denotes PM Memorial

DATA FROM DECEMBER 2020–JANUARY 2021

ATLANTA AREA CHAPTER GA

COL BRAD M. BEASLEY, USA (RET)*

LCDR HARRY L. MAHONEY, USN (RET)*

CAPT M. H. TANKSLEY, USN*

AUGUSTA CHAPTER GA

LTC ROBERT L. OWENS, USA (RET)*

COL TERENCE A. POWERS, USA (RET)*

CAPT GEORGIA E. SPELLMAN, USN (RET)*

AUSTIN CHAPTER TX

COL CHARLES D. BUSH, USA (RET)**

BG BULTMAN CHAPTER

MS. EVA D. ADAMS*

CDR DONALD A. BENNALLACK, USN (RET)*

LT COL WALTER R. DANIELSON, USAF (RET)*

2LT (DR.) ALVIN J. MARGOLIUS, JR.*

LT COL JAMES E. ROGERS, USAF (RET)*

BRIG GEN SCOTT CHAPTER GA

BG (DR.) WILLIAM W. ORR, USA (RET)**

CATALINA MOUNTAINS CHAPTER AZ

LTC (CH) ROBERT D. MCCRORY, USA (RET)*

CENTRAL ARKANSAS CHAPTER AR

COL ARTHUR E. LAMM, USA (RET)*

CHICAGO CHAPTER IL

COL ANTHONY S. LENZO, USA (RET)*

COL WOODS-OKC CHAPTER OK

COL TOMMY G. ALSIP, USA (RET)*

COL WOOLSEY CHAPTER CA

LCDR BRUCE K. BYERS, USN (RET)*





TAPS

RANK/NAME (SERVICE)

**Denotes Perpetual Member (PM)*

***Denotes PM Memorial*

COLORADO SPRINGS CHAPTER CO

CW4 RICHARD S. BROOKS, USA (RET)*

COLUMBUS CHAPTER GA

MAJ JOE ELLIS, JR., USA (RET)*

DALLAS CHAPTER TX

MS. VALENIA O. MERTON*

DENVER CHAPTER CO

CDR JAMES R. GWINN, USN (RET)*

FORT HOOD CHAPTER TX

MS. ROSEMARY P. REYNOLDS*

FORT KNOX CHAPTER KY

MAJ WILLIAM F. KOECKERT, USA (RET)*

FORT WALTON BEACH CHAPTER FL

COL ERNEST F. REZENDES, USA (RET)*

FORT WORTH CHAPTER TX

MS. VALENIA O. MERTON*

LT COL CLYDE W. PIGHT, USAF (RET)*

GA BRADLEY-COL HANSON CHAPTER CA

COL EVIS J. CODA, USA (RET)*

CPT CARL A. GARNETT II, USA (RET)*

COL ROBERT J. GILLILAND, USAF (FMR)*

GEN RIDGWAY-PITTSBURGH CHAPTER PA

LTC JOSEPH V. KAY, USA (RET)*

GENERAL MEADE CHAPTER MD

CDR RONALD F. CARLSON, USN (RET)*

CPT WALTER E. LANDMESSER, JR., USA*

CPT ROBERT F. NUSSBAUM, USA (FMR)*

COL MERRILL E. SCHARMEN, USAF (RET)*

LTC ALFRED H. M. SHEHAB, USA (RET)*

LTC JAMES A. THOMPSON, USA (RET)*

GREATER BOSTON CHAPTER MA

LT DONALD J. MADDEN, USA (FMR)*

GREATER EL PASO CHAPTER TX

LTC HARRY N. BALL, USA (RET)*

LTC EDWARD A. FARRIS, USA (RET)*

CAPT RICHARD P. YETTER, USAF (FMR)*

GREATER KANSAS CITY CHAPTER MO

CPT HERMAN M. BASLER, USA (FMR)*

COL JAN C. MENNIG, USA, PHD (RET)*

HAMPTON ROADS CHAPTER VA

LTC JOHN J. PRZYBYLSKI, USA (RET)*

HANN-BUSWELL MEMORIAL CHAPTER

COL BRAD M. BEASLEY, USA (RET)*

MAJ SARA P. MOESKER, USAF (RET)*

LTC ALFRED H. M. SHEHAB, USA (RET)*

HILL COUNTRY CHAPTER TX

COL CHARLES H. HOOD, USA (RET)*

MAJ DOUGLAS C. MCDUGAL, USAF (RET)*

LOUISVILLE CHAPTER KY

MAJ MICHAEL H. QUINN, USA (RET)*

LTG MIDDLETON CHAPTER LA

COL ARTHUR E. LAMM, USA (RET)*

LTG WRIGHT CHAPTER CA

COL DALE L. BURNS, USAF (RET)*

MAJ GEORGE D. HOLDER, USAF (RET)*

MAJ GEN WADE CHAPTER DC

COL MELINA M. LEDUC, USA (RET)*

MAJ SARA P. MOESKER, USAF (RET)*

MEMPHIS CHAPTER TN

CAPT GEORGE I. BALAS, USN (RET)*

LTC WALTER A. REAGAN, USA (RET)*

MG CRITZ CHAPTER OK

LTC JACK O. JOHNSON, USA (RET)*

LTC LARRY H. RILEY, USA (RET)*

LTC LLOYD C. WHITE, USA (RET)*

MONTEREY AREA CHAPTER CA

LTC JOHN E. CASTLE, USAR (RET)*

CDR BROOKS P. MERRITT, USN*

NARRAGANSETT BAY CHAPTER RI

LT COL CHARLES A. GILLOOLY, USAF (RET)**

NEW JERSEY CHAPTER NJ

LTC ALFRED H. M. SHEHAB, USA (RET)*

PHILADELPHIA CHAPTER PA

COL EDWARD W. LUKIEWSKI, USA (RET)*

LTC STANLEY H. MANN, JR., USA (RET)*

LT THOMAS B. RINGE, USN (FMR)*

COL NORMAN E. SCHAEFER, USAF (RET)*

LTC ALFRED H. M. SHEHAB, USA (RET)*

LTC JAMES D. B. WEISS, JR., USA (RET)*

PRINCE GEORGE'S COUNTY CHAPTER MD

CAPT JOSEPH W. LEPAK, USPHS (RET)*

PUERTO RICO CHAPTER PR

CPT HARRY A. VILLEGAS-DIAZ, USA (FMR)*

PUGET SOUND CHAPTER WA

MS. VIRGINIA L. KIRKLAND*

BG JOHN A. YORK, USA (RET)*

RICHMOND CHAPTER VA

COL BENJAMIN F. HARMON, USA (RET)*

LTC JOSEPH M. TARANTINO, USA (RET)*

SAN ANTONIO CHAPTER TX

CPT LOUIS J. DELUNA, SR., USAR (RET)**

SAN DIEGO CHAPTER CA

LT EINAR W. BACKSTROM, USN (RET)*

CPT QUINN K. MATTHEWSON, USA (FMR)*

SPACE COAST-INDIAN RIVER CHAPTER FL

COL GEORGE L. PRICE, JR., USA (RET)*

MR. THOMAS W. SCHROEDER, USMC (RET)**

SUN CITY CENTER CHAPTER FL

COL CHARLES M. EAST, JR., USA (RET)*

LCDR PAUL M. HEDEEN, USN (RET)*

CPT ROBERT M. JOHNSTON, USAF (FMR)*

LT COL GERARD F. KOONTZ, USAF (RET)*

1LT JACK F. LAKE, USA (RET)*

TOPEKA CHAPTER KS

MS. CLARA A. SHAWVER*

MS. HAZEL P. SMITH-TINDALL*

VIRGINIA PIEDMONT CHAPTER VA

1STLT VADEN L. COBB, USMC (RET)*

LTCOL LAWRENCE W. FISHER, USMC (RET)**

1ST LT H. DOUGLAS HAMNER, JR., USAFR

(RET)**

WEST VALLEY CHAPTER AZ

CWO4 BILLY S. HOPPER, USCG (RET)**





"IT IS NOBLER TO SERVE THAN TO BE SERVED"

OFFICER REVIEW®

THE MILITARY ORDER OF THE WORLD WARS

www.moww.org

PUBLISHER & EDITOR-IN-CHIEF

Brig Gen Arthur B. Morrill III, USAF (Ret)
chiefstaff@moww.org

Assistant Editor

Diana M. Beruff
officerreview@gmail.com

We Need Authors!

We welcome articles, photographs and letters to the editor for possible publication in *The Officer Review*®.

Submissions (Word.doc) should be sent with the writer's full name, address and daytime phone number via email to chiefstaff@moww.org. Photos submitted should not be edited in any way. No responsibility is assumed for materials submitted for publication.

Articles appearing in *The Officer Review*® do not necessarily reflect the opinion of MOWW officers, editors or publishers. The editor or publisher reserves the right to decline or discontinue any advertisement.

The Military Order of the World Wars is a non-profit Veterans Service Organization (VSO) composed of US Federally-recognized commissioned officers and warrant officers who are citizens of the United States of good moral character and repute who are serving or have served honorably in the Active, Reserve, or National Guard of the United States Army, Navy, Air Force, Marine Corps or Coast Guard, the National Oceanic and Atmospheric Administration (NOAA) Corps and/or the United States Public Health Service (USPHS) Corps. Membership eligibility is also extended to descendants and spouses of these officers, and US Service Academy cadets. Eligible individuals may join one of the Order's chapters located throughout the United States or National Headquarters Chapter.



1898-1987

The Officer Review wishes to acknowledge the generosity of VADM George Carroll Dyer, USN (Ret), the 39th Commander-in-Chief (1969-1970) and benefactor of the VADM Dyer Writing Competition.

Look! Are Your Dues Due?



Private Henry Johnson

Legends of Personal Sacrifice and Selfless Service

The 369th Infantry Regiment was a regiment of the United States Army National Guard during World War I and World War II. It was known for being the first entirely African American regiment to serve during World War I and received the nickname "Hell Fighters" by the Germans due to their toughness. The regiment never lost a man through capture, or lost a trench or a foot of ground to the enemy.

The most celebrated man in the 369th was Private Henry Johnson, a former New York train porter, who earned the nickname "Black Death" for his actions in combat. On 14 May 1918, Johnson and another Hellfighter named Needham Roberts were serving sentry duty in the Argonne Forest. Just after 2 A.M., the duo was attacked by German troops. Both men were soon wounded, Roberts so severely that he was unable to stand or shoot. Despite being shot several times, Private Johnson returned fire until his weapon jammed, and then used it as a club and fought hand to hand until it broke into pieces. When Johnson saw that the Germans were trying to take Roberts prisoner, he drew his remaining weapon (a bolo knife) and slashed and stabbed several men until the raiding party fell back. When the dust cleared, Johnson had inflicted at least a dozen casualties on the Germans and suffered 21 wounds from gunfire and bayonets.

Both Private Henry Johnson and Needham Roberts were later given the Croix de Guerre, France's highest award for bravery, and were the first Americans to receive it. In December of that same year, the French government awarded the Croix de Guerre to 170 additional Harlem Hellfighters, and a unit citation was awarded to the entire regiment.

Sadly, Private Johnson's heroic stand went unrewarded in the United States in his lifetime, having been banned from public speaking engagements due to openly admitting the poor treatment blacks received from whites in the segregated United States military. He died in 1929 at age thirty-six from myocarditis and is interred at Arlington National Cemetery. In 1996, he was posthumously awarded the Purple Heart. He posthumously received the



Distinguished Service Cross in 2003, and posthumously received the Medal of Honor in 2015.

Photo left: Private Johnson is not pictured here. (L-R, Front row): PVT Ed Williams, Herbert Taylor, PVT Leon Fraitor, Pvt. Ralph Hawkins. Back Row: Sgt. H. D. Prinas, SGT Dan Stromms, PVT Joe Williams, PVT Alfred Hanley, and CPL T. W. Taylor. Source: Records of the War Department General and Special Staffs. (165-WW-127-8)

Material taken from a post by Matt Coneybeare, Editor in Chief, Viewing NYC: <https://viewing.nyc/vintage-photograph-shows-the-wwi-harlem-hellfighters-wearing-cross-of-war-medals-in-1919/>.