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THE OFFICER REVIEW®





CODE OF CONDUCT

Dear Companions,

"I will never forget that I am an American fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America." This is Article VI of the Armed Forces Code of Conduct. The Code of Conduct was established on 17 August 1955 by President Eisenhower and amended in 1988. The Code is delineated in six articles. It provides guidance for the behavior and actions of members of the Armed Forces of the United States. This guidance applies not only on the battlefield but also if the service member is captured and becomes a prisoner of war. It was repeated by us and millions of members of the Armed Forces when we joined the military.

The words in the Code, and in particular Article VI, are powerful and they are moving. They tell of honor, devotion, responsibility, and determination. They are indicative of the ordinary American people who perform in an extraordinary manner. I have highlighted Article VI because I believe the principles of conduct described here should still apply to all veterans when they leave active service. It should govern our commitment to the United States of America and its peoples. Who knows better what it means than the veteran who has lived it while serving their country?

I call upon all Companions to remember Article VI of the Code, especially at a time when our nation is involved in conflict around the world and at home. Use it as the basis in the coming months to patriotically celebrate May' Armed Forces Day and Memorial Day, June's Flag Day and the 4th of July. Let it continue to be the foundation of your conduct as an American and Companion as you set the example for all who know and see you.

Sincerely,

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

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ON THE COVER

Recruits from company India 198 meet their company commanders during an indoctrination ceremony at US Coast Guard Training Center Cape May, NJ, 10 January 2020.

USCG photo by Seaman Josalyn Brown



ORGANIZING FOR RECRUITING: WHAT'S INVOLVED?

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

This is the second in a series of articles on recruiting that focuses on the effort to organize the chapter for the recruiting mission. The purpose is to provide more specific examples that will assist chapter commanders and their staffs in conducting mission analysis, assessing the chapter's Area of Operations, and organizing and training for execution.¹

Mission Assessment

Realistic goal setting for recruiting starts with the Chapter Action Plan. Recruiting is an essential part of any chapter's effort to achieve the chapter's respective Strategic Goal One (SG-1). Chapters must state a goal in the CAP for growing chapter membership, but it must not be a perfunctory task that is promptly forgotten once a goal is set. Chapters often set this goal at the minimum level, but that does not make it any more achievable if there is no detailed plan behind it. To set accurate goals, the chapter commander and his staff need to conduct a mission analysis that is supported by a thorough assessment of the effective range ring of engagement and the capabilities and talents of the Companions.

Area of Operations

One of the key tasks for the chapter commander and his staff is to conduct and continuously update a Chapter Assessment to understand the strengths, limitations, and potential for growth of the chapter. This assessment is also a necessary requirement in organizing for recruiting. For those who have served on operational level military staffs, this assessment is like developing and updating the running staff estimate. Those who have served at the tactical level will recognize this as the assessment of the Area of Operations. As the title of the running staff estimate implies, this assessment is continuous and requires that the chapter commander and his staff "continuously monitor and evaluate the current situation and the progress of an operation."¹



Our current Joint Force doctrine (Joint Publication 3-0) explains that an "Area of Operations is an operational area defined by the commander of [assigned] forces that should be large enough to accomplish their mission."² According to Army doctrine, an Area of Operations (AO) also refers to areas assigned to subordinate units by higher headquarters, within which commanders are responsible for conducting operations.³ Outside the assigned AO is the Area of Interest (AI), where a commander needs to be prepared to operate in furtherance of the higher headquarters mission. The combination of AO and AI define, but do not limit, the commander's Operational Environment.⁴

The Order is organized into regions, departments, and chapters. The Order's physical and observable presence is in the form of its standard chapters, "which are chartered, and geographically proximate to, the residences of Companions."⁵ Each of these levels of command has both an AO and AI to consider and define for its Companions.

What should a chapter commander and his staff be considering? One of the first tasks is to conduct an assessment of the chapter's effective AO, which is how far and wide can the chapter engage with the community it serves, and potential Companions, either veteran or hereditary. In military terms, an AO may be assigned to a unit, and it specifies its boundaries for maneuver and fires. Inside that AO, the unit has authority for these actions, but depending on the strength of the unit and its reach, the AO may be too large to effectively control. Unlike military operations driven by the combat mission, chapters can determine the boundaries of its AO, *if it does not overlap with another chapter*. The chapter AO could, for example, be established according to district or county boundaries. But whatever the established AO, the chapter must assess its ability to effectively operate in that AO.

Does your chapter have a clear AO? Can your chapter leaders define it? The clearest and most obvious AO boundaries are the regions

and departments. Some volunteer organizations require the designation of the AO in the constitution and/or bylaws of their subordinate

organizations, but this is not the case for MOWW, so chapters will not find their AO defined there. At the chapter level, the chapter must define its own AO, but they will need to coordinate that within their respective region.

Within a region or department AO, there are areas without chapters and where the Order has no presence except isolated Companions, who may or may not volunteer to represent the Order in such areas. Attempting to operate in these spaces is difficult, and simply expanding chapter AO boundaries to cover them without a Companion force in place there is neither practical nor effective.

Each chapter's Chapter Action Plan (CAP) "... represents the focus of these things at the local community (i.e., tactical) level of the Order, i.e., it is the plan via which chapters will achieve success in all Strategic Goals and local focus areas."⁶ The Chapter Action Plan should be based on a clear appreciation of the AO, and how the chapter may carry out the work of the Order in that AO.

Chapters are stationary, and so they must determine where they can operate and where they might "maneuver" to take advantage of opportunities. In terms of expanding the AO of a chapter geographically, it must assess the boundaries of its *effective* "zone of recruitment" to find new Companions. Accordingly, for any department AO, there is a great deal of space where no chapter is operating. Simply expanding the boundaries of chapter AOs will not put members on the ground in those areas. The chapter cannot "seize and control" new territory easily unless its members are willing to drive out to new territory to recruit.

The chapter should assess what its AO is in terms of its effective reach, and whether the AO it has defined as its own may be larger than it can effectively recruit and operate in. The AO must be sized to the capabilities and resources of the chapter, and chapter funding constraints. At its most basic

Simply expanding the boundaries of chapter AOs will not put members on the ground in those areas.

level, the effective reach of the chapter in an AO is based on where its members live and work.

The number of members who are attending

meetings and participating in chapter events are often not one and the same and their doing both is determined by what is a reasonable commute. Some members living outside a reasonable commuting distance may join and seek to participate at a distance, representing the chapter in their area, and occasionally making the long commute to participate in chapter activities. Identify the reach of your membership to see where you can recruit. This area will change over time, depending on what neighborhoods, what work environments, and what Companions are represented by your active membership. Companions who are working on military bases are in prime territory for recruiting.

What Should the Chapter AO Assessment Include?

For military operations, the assessment would include a list of concerns to include: the enemy, irregular forces, allied and partner forces, terrain, host-nation government services and capabilities, transportation infrastructure, communications infrastructure, and the information environment. What are the parallels for a chapter AO assessment? For a chapter AO, there are no enemies or allies, but there are other Veterans Service Organizations operating in the same space conducting similar operations, programs, or activities that may also be competing for the same membership pool. These organizations are allies and partners for major programs and projects, and it is usually the case that the chapter members are also members of one or more of these organizations operating in the same AO.

What personal connections do chapter members have with members and leaders of the local MOWW, VFW, American Legion, DAV, AMVETS or other Veteran Service Organizations operating in your AO? What programs do they run that complement those of the MOWW chapter? Of what civic, patriotic, or professional organizations are your Companions also members? How can the chapter partner with these organizations to achieve



shared objectives? Are there neighborhood, city, county, or state associations, councils, or groups of which other Veterans Service

Organizations are

a part that the chapter could join? A successful technique for gaining new Companions from these organizations is to leverage the contacts of chapter Companions who are also members of these targeted organizations.

The assessment of terrain and transportation infrastructure also applies in that chapters need to understand the commuting times from the areas it claims as its AO. Long commutes and traffic may discourage potential members from joining, unless the chapter can point to an activity in its programs in those areas (e.g., commemorations, ROTC/JROTC awards, Boy and Girl Scout recognition, etc.).

The information environment is also an important component for assessment. How will the chapter communicate its existence, purpose, activities, and programs to potential members, the community it serves, and local leaders? What connections do your chapter members have with community leaders who could illuminate the chapter's activities or assist with media coverage? How have other organizations obtained positive media coverage? Former CINC, Capt Deborah A. Kash, USAF (Ret), has stated that "our biggest problem is communication; the word does not get out." The "word" can mean many things but in this case, the "word" is news about MOWW chapter activities that would help to generate name recognition and interest in membership.

Developing the Recruiting Plan

Recruiting without first developing a Recruiting Plan provides no reasonable expectation for success. The plan provides recruitment goals, strategies, times and places for recruitment efforts, allocation of chapter resources, and specific instructions for execution. This is the same "5 Ws and an H (i.e., who, what, when, where, why, and how?) that veteran Companions learned as cadets, midshipmen, and officer candidates, or that anyone learned in English composition, etc. The Recruiting Plan should be time-phased over the calendar year, with quarterly

"Preserving the Order requires that the next generation is part of it."

—Brig Gen Arthur B. Morrill III, USAF (Ret)
MOWW Chief of Staff

goals to be assessed at chapter meetings. The plan provides a common set of instructions for all Companions of the chapter to find where they fit. The baseline

goal for recruiting is to sustain and increase the level of membership, but more concrete quarterly goals should be established, both for recruiting events or efforts, and the numbers of Companions recruited. The goals should also be specific regarding where the new members are recruited (geographically) and by what method (e.g., recruiting at events with a staffed chapter information table).

In determining recruitment goals, it is useful to tally the number of Companions the chapter has lost due to attrition over the last few years. Losses are inevitable, but just as battlefield losses of units in combat must be replaced to keep the unit at fighting strength, membership losses must be replaced if the chapter is to continue to be successful in conducting its mission of service. Therefore, the SG-1 recruiting objective is and must be a net growth number. In short, how many losses must be replaced to get back to fighting shape, let alone to grow the chapter?

Organizing and Training for Recruiting

Preparing Companions to be effective recruiters requires more than simply assigning them a quota or telling them to "go recruit." As we know from our military training and experience, preparation, inspections, and rehearsals are necessary for successful operations. This is no less the case for MOWW recruiting, and we will examine how we can apply this basic military logic.

What is the number of Companions in the organization available to effectively carry out the recruiting task? In the Revolutionary War, the number of "effectives" was an estimate of the percentage of the force "fit for duty."⁷ During the Civil War, the Confederates used the term "effectives" to describe the subset of the number of soldiers present for duty (PFD), who could effectively march into battle, and this was typically about 93% of the PFD count.⁸ Today, our "effectives" are much less.



Not all Companions will be able to participate in recruiting efforts, so determine who is “fit for duty” and ask them to volunteer. There must be a clearly expressed

willingness to accept the task, a commitment to be a chapter recruiter. When you have Companions who are not really committed to recruiting, they will simply not bring in any new members. If they are not committed, that lack of commitment will be perceived by and/or discourage potential recruits. Once the membership of the recruiting team is settled, the chapter can then build a plan that will employ that team, however large or small, in a manner appropriate to their number, time available, and the effective AO.

Be honest with your Companions that recruiting is hard work that requires persistence and accountability. How many candidates will the recruiters have to engage to get a new Companion? It might be 10, or 20, or more, but if done properly, they will also be getting the word out about the Order and the chapter. They will have to be ready to reply to the reasons for not joining so they can be ready to calmly and positively respond to rejections of the offer to join the Order (“Preserving and Protecting the Order,” *The Officer Review*®, Mar–Apr 21). The first-time out, recruiting is hard. However, remember that by engaging others to tell them why they should consider joining, we are “getting the word out” about our organization and telling our story.

Retention

Our members are called “Companions.” Why was that term selected? The term signifies the importance of interacting with one another, of encouraging one another to remain engaged in the chapter’s mission of service. Retention is the other side of recruiting, as it keeps our membership numbers from shrinking. Both recruiting and retention are essential components of chapter efforts focused on membership. Continuing with the concept of “effectives,” membership strength on the rolls is rarely what can be mustered in time of need. This also brings attention to the need to focus on

Recruiting without first developing a Recruiting Plan provides no reasonable expectation for success.

promoting involvement, i.e., how we maintain our effective strength, if not grow it.

However, retention is not simply keeping

those who are “paid up” on our membership rosters. Rather, it is keeping them active in the chapter and its activities. Perpetual Members can simply “fade away,” with the chapter leadership often having no idea why they have “dropped out.” The MOWW Chief of Staff, Brig Gen Arthur B. Morrill III, USAF (Ret), calls these members who have faded away, “Lost Patrols.” We must continually engage with every member using all means of communication. Failure to maintain contact, if allowed, will result in members dropping out. We should not be surprised when members fade away if we did not make the effort to maintain communications. If we are not communicating with our chapter Companions, they will assume the chapter is not functioning and we will not be able to convince others that MOWW is an organization worth joining.

This highlights the importance of the chapter newsletter, Facebook, commander emails, and the regular use of online meeting platforms such as ZOOM, conference calls, and other mechanisms that must be part of the chapter’s communications toolbox now and into the future. Many chapters have Companions who are not very fond of or even familiar with email, or ZOOM meetings, but they do appreciate hand-written notes and telephone calls. In this way, new and old school can coexist. In short, ensure retention is part of the Recruiting Plan so the number of “effectives” remains strong and grows.

Recruiting Performance Assessments

Assessments of recruiting should be conducted at every chapter meeting with the topic of “Recruiting” being on the meeting agenda. If recruiting is on the meeting agenda, the chapter will make steady improvement, if for no other reason that they will tire of failing to achieve goals. We can easily deceive ourselves that we are recruiting and retaining if we are not assessing those efforts and have the illusion of activity. People in group settings are often “input-oriented,” which is to say that they may have several



ideas to share, but if they aren't "outcome-focused" they can easily forget that it is the assessment task that tells the chapter whether those ideas worked. Keep the chapter focused on outcomes and spend time at every meeting talking about the chapter Recruiting Plan and the chapter's recruiting performance.

Retention is not simply keeping those who are "paid up" on our membership rosters. Rather, it is keeping them active in the chapter and its activities. Perpetual Members can simply "fade away," with the chapter leadership often having no idea why they have "dropped out."

your chapter with the recruiting goal reported to HQ MOWW. Start the mission analysis process and assemble a team of Companions who have committed to recruit. Assess the reach of your recruiting team and define your AO. Develop the recruiting plan with the recruiting team. Train your forces for recruiting success ... and

then "go outside the wire" to meet and recruit your newest involved Companions! ★

Time for Action

Pull out your Chapter Action Plan and re-acquaint

Editor's Notes:

1. This article is the second in a series resulting 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 July-August 2021 issue of *The Officer Review*® will feature the final article in this series, which will focus on chain of command leadership and management roles and responsibilities in terms of executing a successful Order-wide Recruiting Plan.
3. For more information on engagement, retention and recruiting, please see the MOWW Policy Manual, *The Officer Review*®, and the MOWW website.📧

End Notes:

1. Army Doctrine Publication No. 3-0, Unified Land Operations, Headquarters Department of the Army Washington, DC, 10 Oct 11, pp. 2. 11. The text advises Commanders that "Continuous assessment of the mission variables enables Army leaders to adjust the mix of core competencies to gain a position of relative advantage over the threat (whether natural disaster or enemy attack) against populations and infrastructure." https://www.army.mil/e2/downloads/rv7/info/references/ADP_3-0_ULO_Oct_2011_APD.pdf
2. Joint Publication 3-0 (JP 3-0). Operations, https://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/jp3_0ch1.pdf?ver=2018-11-27-160457-910
3. ADP 3-0, 2011, p. 12.
4. ADP 3-0, 2011, p. 2.
5. MOWW Policy Manual, 9 Apr 19 (amended 30 Oct 20), p. 7.
6. MOWW, 2 Apr 19, p. 12.
7. William Thomas Sherman, 2011. *Calendar and Record of the Revolutionary War in the South: 1780-1781*, By Gun Jones Publishing, Seattle, Washington, 2010 Copyright 2003, 2006. William Thomas Sherman, 17 Jul 03, TXU 1-102-840 <http://www.americanrevolution.org/south.pdf>
8. Brett Schulte, 15 Dec 05, "Counting Heads: Looking at Civil War Troop Numbers for Wargaming," TOCOC Civil War Blog. <http://www.brettschulte.net/CWBlog/2005/12/15/counting-heads-looking-at-civil-war-troop-numbers-for-wargaming/>



REGION XIII CONFERENCE

LTC PATRICK C. STOLZ, USA (RET)
COMMANDER, REGION XIII

On 23 January 2021, Region XIII conducted its region conference via Zoom. All three department commanders and nine chapters on both sides of the Rocky Mountains participated. We were fortunate that the Commander-in-Chief, BGen Frederick R. Lopez, USMCR (Ret), provided leadership remarks and took questions. The Region XIII Supervising VCINC, CPT Paula R. Mitchell, Ed.D., USAR (Fmr), and Region XIII General Staff Officer COL Christine F. Mahon, USAR (Ret), also participated in this session. In all, eighteen commanders, staff, and Companions participated.

The agenda followed the multi-business meeting format that the region has been using for three years. In addition to region business, department commanders updated all as to on-going activities and issues. The chapter commanders briefed their draft Chapter Activity Reports (MOWW Forms 27). VCINC Mitchell recapped current Top 8 Executive Group initiatives and expectations.

This was the first time that Region XIII conducted its multi-business meeting via virtual means. All chapters are realizing that this virtual format should continue post-pandemic due to its far-ranging ability to reach those Companions who do not attend in-person meetings.

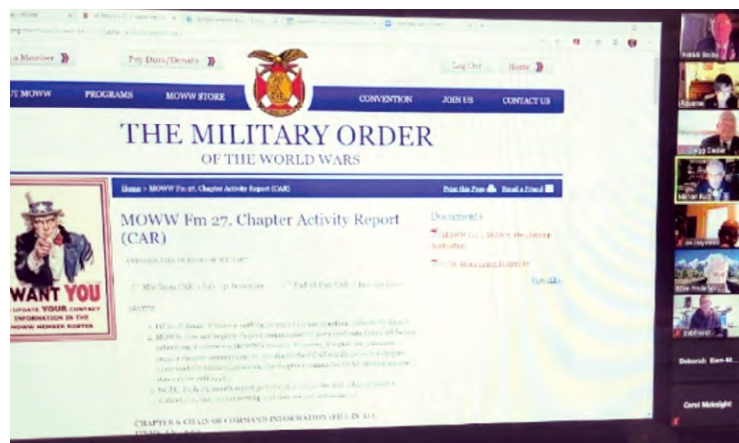
Other newsworthy items brought up during the Conference:

- The West Valley Chapter is celebrating its 50th chapter anniversary on 21 April 21st.
- With so many Region-wide activities canceled due to Covid-19, one positive event was the donation of \$650 by Region XIII on behalf of those veterans and family members from the Navajo Reservation who have been affected by Covid-19.

Rocky Mountain Department Commander, COL Stephen A. Shambach, USA (Ret), mentioned that it was a clever idea to have a chapter meeting following the multi-business meeting because commanders do not usually have a chance to see how other chapter commanders conduct their

business. COL Shambach also mentioned that his next chapter general meeting will be in person, but it will also have a Zoom capability—an approach we think is worthy of emulation.

LtCol Marlon M. Ruiz, USAF (Ret), conducted a training session outlining the benefits of contributing to and using items from the Region XIII web page. For example, it is a repository for all the Chapter Activity Reports—a capability several commanders have recently found useful.



Following the region/department agenda item, the COL Billie L Stephens-Apache Trail Chapter conducted its monthly chapter meeting. Twenty-three Companions participated in this meeting hosted by its commander, MAJ Rosanne E. Trujillo, USA (Ret). CINC BGen Lopez was also the guest speaker for this meeting, during which MAJ Trujillo introduced new Companion CAPT John W. Heinrich II, USN (Ret), to all attending.

This event was intriguing and educational for those attending. Much information was shared, including new Zoom techniques learned. The deepest learning involved the opportunity to gain experience and be entertained simultaneously. ★



PROPOSED CONSTITUTION & BYLAWS AMENDMENTS

PCINC COL CLAY C. LE GRANDE, USA (RET)
CHAIR, CONSTITUTION & BYLAWS COMMITTEE

The Constitution & Bylaws Committee reviewed all proposed MOWW Constitution and MOWW Bylaws amendments submitted IAW with said Constitution (Article VIII) and Bylaws (Article VIII); their recommendations follow. First, a proposed MOWW Bylaws amendment (#1) that was tabled during the 2019 MOWW Convention, which the committee was to have brought forward to the 2020 MOWW Constitution for consideration. However, since the 2020 MOWW Convention did not occur IAW EXCOM decision, it is further carried forward to the 2021 MOWW Convention. Second, nine amendments (#2-10) were also recommended for consideration during the 2020 MOWW Convention, and they are also carried forward to the 2021 MOWW Convention IAW the aforementioned EXCOM vote. Third, we also have three new proposed amendments (#11-13) to be considered during the 2021 MOWW Convention. Of course, other proposed amendments proposed by the suspenses but not recommended by the Committee may be raised from the floor by their proponents..

1. Proposed MOWW Constitutional Amendment: Regular Membership. This amendment was proposed and tabled during the 2019 MOWW Convention and was submitted again this year for consideration by LTC Rollins J. Collins, USA (Ret), the Commander, Houston Chapter. The Constitution & Bylaws Committee did not recommend passage of the amendment, but agrees that since it was tabled at the previous National Convention it can be brought forward for discussion with a proper motion and second proposing the amendment from the convention floor.

- a. Current Language: REF MOWW Constitution, Article II, Section 1, Paragraph A.

“A. Regular Membership. Regular Membership is open to a citizen of the United States of America of good moral character and repute who has served honorably on Active Duty, to include Active Duty for Training, in the Armed Forces of the United States of America (Active, Guard, Reserve), National Oceanographic and Atmospheric Administration (NOAA) or the United States Public Health Service (USPHS) as a Federally-recognized Commission, Flight, or Warrant Officer during the period 6 April 1917 to the present, or to such later date as may be determined by the Order during a National Convention.”

- b. Proposed Language: Insert the phrase “or Non-Commissioned Officer, pay grade E-4 or above,” so the paragraph reads:

“A. Regular Membership. Regular Membership is open to a citizen of the United States of America of good moral character and repute who has served honorably on Active Duty, to include Active Duty for Training, in the Armed Forces of the United States of America (Active, Guard, Reserve), National Oceanographic and Atmospheric Administration (NOAA) or the United States Public Health Service (USPHS) as a Federally-recognized Commission, Flight, or Warrant Officer, or Non-Commissioned Officer, pay grade E-4 or above, during the period 6 April 1917 to the present, or to such later date as may be determined by the Order during a National Convention.”

- c. Rationale: The Order’s membership is aging and declining because not enough new companions are recruited annually to exceed losses and grow the membership. The Order’s strength is down to approximately 6000 companions. Many of today’s NCOs are college graduates and key leaders of community organizations that we support with our Veteran, First Responder, YLC & YLS, ROTC, JROTC, and Scouting programs. NCOs engaged in these activities within the community share our values as outlined in our Preamble and would join the Order. Adding this large number of veterans to our recruiting pool will enhance our chances to grow the Order. Organizations must transform, change to meet changes in their operating environment and external forces effecting the organization. Transforming to continue or services to the community will certainly be better than going out of business.

2. Proposed MOWW Constitution Amendment: Extended submission timing for proposed Constitutional amendments.

- a. Current Language (REF: MOWW Constitution, Article VIII, “Amendments,” Sections 1-3):

“SECTION 1. Constitutional Amendments. Any member or sub-division of the Order may submit a proposal to amend the Constitution of the Order by submitting such proposals to the Chair, Constitution and Bylaws Committee, at the address



listed in the current National Directory of the Order by 15 February of each year. Proposals submitted after that date, but not later than 15 March of each year, may be considered if a majority of the members of the Constitution & Bylaws Committee members find that the subject of the proposal is an emergency matter and should be considered.

b. Proposed Language:

“SECTION 1. Constitutional Amendments. Any member or sub-division of the Order may submit a proposal to amend the Constitution of the Order by submitting such proposals to the Chair, Constitution and Bylaws Committee, at the address listed in the current National Directory of the Order by 15 March of each year. At the Committee’s considered judgment, proposed amendments may be forwarded to the delegates to the MOWW Convention or not. Proposed amendments so submitted to the Committee but not recommended by the Committee for consideration at the next annual MOWW Convention may again be proposed from the floor during convention. No other amendments from the floor will be considered with the exception of those tabled from the previous convention.

c. Rationale:

- 1) The proposed amendment adds one month to the period in which any Companion and/or sub-element may submit a proposal to amend the MOWW Constitution. In doing so, it retains the longstanding checks and balances of a well-functioning Constitution and Bylaws Committee complemented by well-established convention decision making processes. This means that committee submission suspense is extended from the current 15 February annually to 15 March annually. It does this by eliminating so-called “emergency” proposals submittable NLT 15 March, annually, which have never had any defined criteria thereby making this category is essentially unenforceable and incorporating this extra month in the allowable submission period.
- 2) Additionally, this one-month extension to the proposed amendment submission suspense preserves intact the total time the committee needs to research proposed amendments. Likewise, it preserves intact the time needed by the Editor of *The Officer Review*® to publish, print and mail pre-convention issues of the magazine, which will include all Committee-supported amendment proposals. In short, checks and

balances, and necessary committee staffing and magazine publishing timing, are preserved while giving Companions an extra month in which to submit proposed amendments. This proposal also codifies the longstanding but heretofore unwritten guidance regarding amendments proposed from the floor during convention.

3. Proposed MOWW Constitution Amendment: National Officers.

a. Current Language (REF: MOWW Constitution, Article V, “Officers,” Section 1):

“SECTION 1. National Officers. The Officers of the Order constitute the General Staff and consist of the:

- a. Commander-in-Chief
- b. Past Commanders-in-Chief
- c. Senior Vice Commander-in-Chief
- d. Vice Commanders-in-Chief (four each)
- e. Treasurer General
- f. Assistant Treasurer General
- g. Judge Advocate General
- h. Assistant Judge Advocate General
- i. Surgeon General
- j. Assistant Surgeon General
- k. Chaplain General
- l. Assistant Chaplain General
- m. Historian General
- n. Assistant Historian General
- o. Members of the MOWW Board of Trustees
- p. Region, Department and Chapter Commanders
- q. General Staff Emeritus Members
- r. General Staff Officers (at least five, but no more than 10, Appointed). [Section revised by National Convention approval in 2019.]
- s. Chairs of all National Committees
- t. Directors of Youth Leadership Conferences (YLC) sanctioned by the Order (if not otherwise members of the General Staff)
- u. Chief-of-Staff (*ex officio* without a vote)

b. Proposed Language:

“SECTION 1. National Officers. A National Officer of the Military Order is a functionary of the Commander-in-Chief and Chief Executive Officer of MOWW, Inc., to whom is delegated some part of the Order’s sovereign power. The term “National Officer of the Order” is not a title, but a term of



classification for a certain type of official. The National Officers of the Order consist of the:

- a. Commander-in-Chief
 - b. Senior Vice Commander-in-Chief
 - c. Vice Commanders-in-Chief (four each)
 - d. Chief of Staff (ex officio without a vote)
 - e. The MOWW Board of Trustees
 - f. Treasurer General
 - g. Judge Advocate General
 - h. Surgeon General
 - i. Chaplain General
 - j. Historian General
 - k. General Staff Officers (at least five, but no more than 10, Appointed). [Section revised by National Convention approval in 2019.]
 - l. Past Commanders-in-Chief
 - m. Chairman, Council of Area Commanders”
- “SECTION 4 [ADDED]. Statutory Delegates. A delegate is a Companion in good standing sent or authorized to represent other Companions at a chapter meeting, department or region conference or a MOWW Convention by voting on national or sub-element candidates for office, proposed amendments to the MOWW Constitution and the MOWW or sub-element bylaws, etc. The statutory delegates to the MOWW Convention constitute the General Staff and consist of:
- a. Commander-in-Chief
 - b. Senior Vice Commander-in-Chief
 - c. Vice Commanders-in-Chief (four each)
 - d. Chief of Staff (ex officio without a vote)
 - e. The MOWW Board of Trustees
 - f. Treasurer General
 - g. Judge Advocate General
 - h. Surgeon General
 - i. Chaplain General
 - j. Historian General
 - k. General Staff Officers (at least five, but no more than 10, Appointed). [Section revised by National Convention approval in 2019.]
 - l. Past Commanders-in-Chief
 - m. Chairman, Council of Area Commanders
 - n. Assistant Treasurer General
 - o. Assistant Judge Advocate General
 - p. Assistant Surgeon General

- q. Assistant Chaplain General
- r. Assistant Historian General
- s. Region, Department and Chapter Commanders
- t. General Staff Emeritus Members
- u. Chairs of all National Committees
- v. Directors of Youth Leadership Conferences (YLC) sanctioned by the Order (if not otherwise members of the General Staff)”

c. Rationale:

- 1) Currently, the MOWW Constitution lists 242 National Officers as representing 6,926 members. This very extensive list currently includes elected and appointed positions at every level of the Order, with only approximately twenty percent of those positions listed with clearly national responsibilities. This amendment recognizes the importance of those positions without full national responsibilities by categorizing them as statutory delegates to the annual MOWW Convention, i.e., department (42) commanders, chapter commanders (89), committee chairs (21) and YLC directors (20).
- 2) Thus, this amendment gives the Order 43 National Officers leading 6,926 members. This number of National Officers is still nearly twice as many as those possessed by the American Legion, which has 26 National Officers leading 2,000,000 members. In addition, it is still nearly three times as many as AMVETS with 16 National Officers leading its 250,000 members, but not as many as the Veterans of Foreign Wars, which has 63 National Officers representing 1,600,000 members.
- 3) Last, the Proposed Section 4 (Statutory Delegates) clarifies the roles of and distinguishes MOWW’s National Officers from statutory delegates to the MOWW Convention, et.al.

4. Proposed MOWW Constitution Amendment, Article III, “Organization,” Section 1:

a. Current Language:

“a. No Region may be organized with fewer than five chapters. Departments must have two or more chapters or cover an entire state area. No Chapter may be organized with fewer than ten (10) living Members. [Section revised by National Convention approval in 2016.]”

b. Proposed Language:

“a. No Region may be organized with fewer than five chapters. Departments must have two or more



chapters. States with no chapters will not have a department commander, although any region commander may appoint an ad hoc working group comprised of region Companions to promote the establishment of a cadre or chapter in such states. No chapter may be organized with fewer than ten (10) living Members who reside within the applicable region.” [Section revised by National Convention approval in 2016 and 2020.]

- c. Rationale: A flat organization refers to an organizational structure with fewer levels of management between senior management and chapter members. The flat organization removes excess layers of management and improves the coordination and speed of communication between members. This proposed amendment flattens (streamlines) the organizational structure by eliminating departments within which no subordinate chapters exist. On a related note, region commanders have the responsibility to establish new chapters using their respective region’s resources—whether region commanders are doing so in states where no chapters exist or in areas of the region where there is a concentration of Companions but there is no chapter reasonably nearby, e.g., within 50 miles. This can be done by a region commander chartering or appointing an *ad hoc* working group or committee.

5. Proposed MOWW Bylaws Amendment, Article IX, “Amendments,” Section 1:

- a. Current Language

“SECTION 1. Any member or subdivision of the Order may submit a proposal to amend the Bylaws of the Order by submitting such proposals to the Chair, Constitution and Bylaws Committee, at the address listed in the current National Directory of the Order not later than 15 February of each year, provided that proposals submitted after that date but no later than 15 March of each year may be considered if a majority of the members of the Constitution and Bylaws Committee finds that the subject of the proposal is of an emergency matter and should be considered.”
- b. Proposed Language:

“SECTION 1. Bylaws Amendments. Any member or sub-division of the Order may submit a proposal to amend the Constitution of the Order by submitting such proposals to the Chair, Constitution and Bylaws Committee, at the address listed in the current National Directory of the Order by 15 March of each year. At the Committee’s considered judgement,

proposed amendments may be forwarded to the delegates to the MOWW Convention or not. Proposed amendments so submitted to the Committee but not recommended by the Committee for consideration at the next annual MOWW Convention may again be proposed from the floor during convention. No other amendments from the floor will be considered with the exception of those tabled from the previous convention.”

- c. Rationale:

See the rationale provided in Amendment 3, paragraph C, above, as it applies to eliminating committees no longer necessary.

6. Proposed MOWW Bylaws Amendment, Article IV, Section 1, Paragraph C. 6.) b.) (6.).

- a. Current Language: “The Chief of Staff is a member of ... **The National Convention & Seminars Committee (*ex officio* without a vote).**”
- b. Proposed Language: Delete bold text in paragraph 5. a. above.
- c. Rationale: The National Convention & Seminars Committee is being proposed for disestablishment. Once that committee is disestablished, membership in that committee by any Companion becomes nonexistent and thus, moot.

7. Proposed MOWW Bylaws Amendment: Standing Committees.

- a. Current Language (REF: MOWW Constitution, Article VI, “Committees & Councils,” Section 1):

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

 - a. Constitution & Bylaws Committee
 - b. Education & Training Committee [Section revised by National Convention approval in 2016]
 - c. Ethics Committee
 - d. Finance Committee [ADDED, 2018 MOWW Convention]
 - e. Homeland Security Committee
 - f. Information & Publicity Committee [Sub-section revised by National Convention approval in 2012.]
 - g. Law and Order Committee
 - h. Legislative and Resolutions Committee
 - i. Magazine Committee [Sub-section revised by National Convention approval in 2012.]
 - j. Membership Committee
 - k. Memorials Committee



- l. MOWW-Pershing Rifles Group Committee
[Section revised by National Convention approval in 2016]
- m. National Convention & Seminars Committee
- n. National Security Committee
- o. Nominating Committee
- p. Patriotic Education Committee
- q. Scouting Committee. [Section revised by National Convention approval in 2019.]
- r. Strategic Planning Committee
- s. ROTC Committee
- t. Veterans Affairs [Sub-section revised by National Convention approval in 2015]"

b. Proposed Language:

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

- a. Constitution & Bylaws Committee*
- b. Education & Training Committee [Section revised by National Convention approval in 2016]*
- c. Ethics Committee*
- d. Finance Committee [ADDED, 2018 MOWW Convention]*
- e. Homeland Security Committee*
- f. Information & Publicity Committee [Sub-section revised by National Convention approval in 2012.]*
- g. First Responder Committee*
- h. Legislative and Resolutions Committee*
- i. Magazine Committee [Sub-section revised by National Convention approval in 2012.]*
- j. MOWW-Pershing Rifles Group Committee [Section revised by National Convention approval in 2016]*
- k. National Security Committee*
- l. Nominating Committee*
- m. Patriotic Education Committee*
- n. Scouting Committee. [Section revised by National Convention approval in 2019.]*
- o. Strategic Planning Committee*
- p. ROTC Committee*
- q. Veterans Affairs [Sub-section revised by National Convention approval in 2015]"*

- c. Rationale: This amendment disestablishes three standing committees, i.e., Monuments & Memorials, National Convention & Seminars, and Membership.

1) In the case of the Monuments & Memorials

Committee, it has been inactive for years. Thus, it neither works with chapters nor does it develop any program guidance for chapters. In the exceedingly rare instances where a chapter was involved with a memorial, this committee played no role, i.e., it was uninvolved.

- 2) Likewise, the National Convention & Seminars Committee has been perfectly inactive. It does not operate, it doesn't research or propose potential convention sites and chapter hosts, and it is uninvolved in developing, presenting, etc., any convention workshops and seminars. In practical terms, the MOWW Bylaws directs the Chief of Staff to prepare the convention agenda and the Chief executes that responsibility in partnership with the Education and Training Committee and others in terms of developing convention workshops and seminars, as reviewed by the Top-8 (i.e., CINC, IPCINC, SVCINC and the four VCINCs), the host chapter and the HQ MOWW staff), and as approved by the sitting CINC. Annual MOWW Convention hosts are selected during each convention from among the volunteering chapters by the delegates to the MOWW Convention, which volunteering chapters are solicited by the Chief of Staff, though chapters may electively volunteer on their own accord too.

3) In the case of the Membership Committee:

- 1. The Committee has essentially been inactive, reserving its activities over a number of years to developing "free" memberships (i.e., paid for by MOWW chapters and/or Companions, but not by the new members) and honorific programs, i.e., the earlier ill-fated "Friends of MOWW" and the current "MOWW Patriots," which would have those not eligible for membership but interested in supporting MOWW activities categorized as a "MOWW Patriot," which have no effect in increasing membership—the prime directive of the Committee. As background, in earlier "free membership" programs sponsored by Companions, neither involvement nor retention was achieved. Likewise, the committee does not reach out to individual chapters to assist them with their membership program, i.e., advertising, recruiting, retaining, involving. Likewise, it does no analysis of recruiting performance, trends, increasing the Order's veteran membership percentage, etc., and it does not provide staff assistance



to any operational element of the Order. In short, to date, the committee has not assisted the Order achieve the membership outcomes specified in Strategic Goal 1, the result being in that the Order has lost members each year for 32 consecutive years. Consequently, the Committee should be disestablished.

2. Currently, HQ MOWW performs the Order's membership management functions and it is continually increasing the membership management data, analysis and services it provides—as reflected below:
 - (a) HQ MOWW is the national program manager responsible for membership data compilation, studies and analysis, and reporting supporting achieving Strategic Goal #1 annually, especially in terms of member recruitment, retention and involvement.
 - (b) It directly oversees all aspects of the MOWW Membership program including, but not limited to, recruitment, renewals, dues processing, credential creation, membership correspondence, and database modernization and maintenance, and recurring reporting of the same. Develop and coordinate membership program strategies for recruiting, retention, publicity.
 - (c) It also provides program staff assistance to the MOWW chain of command, which has the direct responsibility to develop and execute successful annual recruiting programs in each commanded sub-element, and which includes chapter membership & recruiting coordinators. This includes developing a Chapter Action Plan (CAP) template/sample which chapters may use to develop their particular and scalable CAP based on each chapter's capabilities, potential, etc. Consolidates Chapter Activity Report (CAR) data into an Order-wide Excel spreadsheet, which the incumbent analyzes for performance level and operational outcomes, to include providing a gap analysis and recommendations to the MOWW chain of command.
 - (d) In addition, it manages the national MOWW Awards and National Citation Program, including awards recipient computation and the creation of award

elements, support of *The Officer Review*® magazine, online reports and analysis (MOWW website). Last, the incumbent plans and executes the planning and equipment and material deployment actions needed to ensure a successful convention occurs annually and direct, on-site MOWW convention site support.

In short, HQ MOWW has long been most directly involved in membership policy, analysis, reporting, etc., and it's continuing and growing efforts in this vital area will support the strategic, operational and tactical needs of the Order for the good of the Order. A Membership Committee is not needed in the studies, analysis and operational support arenas.

8. Proposed MOWW Bylaws Amendment: Standing Committees.

- a. Current Language. REF: MOWW Bylaws, Article VI, "Committees & Councils," Section 1.

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

- b. Proposed Language: *Establish the "Strategic Growth Committee."*

- c. Rationale: Given Paragraph 2. B. above, this amendment proposes establishing one standing committee, i.e., the Strategic Growth Committee. This committee's mission, which is a clean break from the Membership Committee that is still recommended for disestablishment, follows:

Strategic Growth Committee. The Strategic Growth Committee shall study strategic organizational growth that is directed, derived or implied by MOWW Strategic Goal 1 (SG-1) and the Executive Committee of the General Staff (EXCOM), and develop MOWW strategies, programs and techniques to measurably meet or exceed SG-1 membership growth objectives annually. In support of the EXCOM and in partnership with the Order's chain of command and staff elements, this committee shall oversee the planning, execution and continuous operational improvement of the Tiger Team Program, which focuses on promoting robust annual recruiting and chapter activity in every chapter. It shall develop the strategies, programs and techniques needed by all commanded elements to ensure the Order complies with the organizational membership requirements of Internal Revenue Service (IRS) Code Section 501(c)(19) annually, as



summarized below.

- 1) IRS Requirement #1: >75% of MOWW Members must be past or present members of the US Armed Forces, i.e., US Army (USA), US Marine Corps (USMC), US Navy (USN), US Air Force (USAF), US Coast Guard (USCG), and the US Space Force (USSF).
- 2) IRS Requirement #2: >97.5% of MOWW members must be present/former US Armed Forces members, cadets (college/university ROTC or Services academies), spouses, widows, widowers, ancestors or lineal descendants of present/former members of US Armed Forces.
- 3) IRS Requirement #3: >75% of MOWW members are veterans (i.e., present or former members of USA, USMC, USN, USAF, USCG, USSF, USPHS and NOAA), spouses of veterans or related to a veteran within two degrees of consanguinity (i.e., grandparent, brother, sister, grandchild represent the most distant allowable relationships).

In addition, the Strategic Growth Committee shall support the Information & Publicity Committee's mission to develop national and chapter-focused advertising (promotion) and publicity (media) campaigns. It shall jointly develop demographically-focused member candidate outreach programs in partnership with the MOWW Chain of Command and it shall support said Chain of Command in establishing new cadres and chapters—both to result in strategic growth. This committee shall coordinate with HQ MOWW on all membership-related analysis, studies, proposals, programs, etc., prior to presentation to the EXCOM. Last, this committee shall directly report to the EXCOM and shall be overseen by the Commander-in-Chief (CINC). The CINC shall appoint the committee chair, committee vice-chair and committee members annually.

9. Proposed MOWW Bylaws Amendment: Standing Committees.

- a. Current Language. REF: MOWW Bylaws, Article VI, "Committees & Councils," Section 1.
"SECTION 1. Except for the Executive Committee of the General Staff (EXCOM), the following committees shall serve as Standing Committees of the General Staff and of the National Convention...."
- b. Proposed Language: Change the name of the "Law & Order Committee" to "*First Responder Committee*." This name change was coordinated with the Chair, Law & Order Committee.
- c. Rationale: This amendment updates the name

of the Law & Order Committee. This committee and its outreach program's name confuse many communities by using nomenclature that appears to be only involved with police personnel. This is neither the intent of this outreach program nor its award program. In fact, this committee's mission involves recognizing excellence via a chapter outreach program that also focuses on fire department personnel, customs and border control, emergency medical technicians, civil defense, disaster preparedness, etc. To address this dilemma and the resulting confusion, a number of chapters have already adopted a "First Responder" title, which they have found to better represent the spectrum of activities covered by this program and it's award program.

10. Proposed MOWW Constitutional Amendment: Hereditary Membership.

- a. Current Language: REF MOWW Constitution, Article II, Section 1, Paragraph D.
"D. Hereditary Membership. Hereditary Membership is open to citizens of the United States of America who are at least eighteen (18) years of age (effective 30 September 2019) and of good moral character and repute. [Section revised by National Convention approval in 2019.] They must also be:
 - 1) The spouse of a present or former Member, or
 - 2) The surviving spouse of a deceased or former Member, or
 - 3) The spouse, descendant, or adopted child of an officer who is, if living, or who would have been, if deceased, eligible as a member, or
 - 4) The descendant or adopted child of a member; or in the case of failure of lineal issue or adopted child, or
 - 5) A descendant or adopted child of a sister or brother of a member."
- b. Proposed Language: Add item number 6 to the listing in Paragraph D above, which reads:
"6) [ADDED] *The parent of an officer who is, if living, or who would have been, if deceased, eligible as a member, provided that the parent is a veteran of any of the seven uniformed services.*"
- c. Rationale: Many individuals who earn commissions in the Uniformed Services have parents who have encouraged them to serve their country. Many of the parents have served in the military services as



Non-Commissioned Officers encourage their children to seek commissions in the service. Allowing veteran parents to join as hereditary members will increase the number of veteran Companions helping the Order achieve the 75% veteran membership requirement. This change would be permissible under the IRS Code, Section 501(c)(19), which permits ancestors to be included.

11. Proposed Bylaws Amendment: 12 February 2021

a. Current Language: None

b. Proposed Language: New

The following proposed language should be inserted in Bylaws: Article 1, Section 9, Paragraph B.3). The current 3) will become subparagraph 4).

“Chapters that are closed by EXCOM vote after 31 December but prior to an EXCOM vote authorizing the per member P&M Fund Dividend distribution shall not receive a dividend. Chapters receiving transferred and reassigned Companions from the closing chapter prior to the EXCOM vote on the per member dividend distribution, and those

deceased P&M members that have been reassigned to a chapter as recommended by the region commander in conjunction with the closing chapter commander prior to the EXCOM vote, shall receive the allotted P&M Dividends.”

c. Rationale: Currently, if a chapter closes after 31 December, but before the EXCOM approves the per member dividend, current Bylaws require the distribution be transferred to the MOWW Endowment Fund since no chapter exists to receive the funds. In this situation, it is felt by the EXCOM and the MOWW Board of Trustees that the best use of these funds, for the good of the Order, is to distribute these funds to the chapters receiving reassigned Companions prior to the EXCOM vote. This amendment allows the chapter receiving the reassigned Companions access to the allocated P&M Fund Dividends as long as the Companions have been reassigned prior to the EXCOM vote.

For the reasons above, the Constitution & Bylaws Committee recommends that the above changes be approved by the General Staff. ★



INSTRUMENT OF DIALOGUE

LTC PATRICK C. STOLZE, USA (RET)
COMMANDER, REGION XIII

Early in OY 2020, HQ MOWW staff drafted the MOWW Policy, Appendix S, Chapter Assessments & Tiger Team Program, with Region Commanders. “The purpose of annual chapter assessments is to obtain an overall understanding of the state of a chapter, e.g., its scalable capabilities, operations, performance, morale, and viability...to identify chapters that might benefit from a Tiger Team intervention.” Documents routinely considered include but are not limited to the MOWW Strategic Plan (2020-2025), the MOWW Strategic Goal Report Card (OY 2019), the MOWW Policy Manual, and Chapter Activity Plans.

“The goal of assessments is to collect and assess data and information that can help a chapter evaluate whether or not it is making progress towards their various goals and objectives, including whether chapters are demonstrating progress in achieving goals and objectives, and the mission. Region commanders shall also identify those chapters needing Tiger Team assistance.”

I immediately notified my department and chapter commanders of this new requirement. Planning for a coming chapter assessment suspense, the continued COVID-19 threat, and the oncoming winter weather in the Rockies, led me to proceed with chapter visits prior to the fielding of the approved Appendix S. The Denver Chapter would require a Tiger Team visit due to a prior year ruling. I was familiar with the Arizona chapters since I was the Department Commander last year, but I was not even remotely familiar with my other four chapters in New Mexico, Colorado, or (West) Texas.

Since commander discretion was encouraged as to the visit format, I built my own scoring template,

based on the DRAFT Appendix S, the TG’s IRS Filing Status, the MOWW Member Roster, the MOWW National Directory, the chapters’ 2019–2020 Chapter Activity Reports, and Chapter Action Plans.

My first step was to drive from Chandler, AZ, to El Paso, TX, for the Greater El Paso Chapter in-person general membership meeting on Saturday, 17 October 20. This turned out to be a unique event—the first hybrid in-person/virtual general membership meeting held in Region XIII.

I returned to Chandler the next day.

I realized that I could not accomplish all Appendix S or Tiger Team requirements at the Denver Chapter general membership meeting so with the concurrence of chapter commander LCDR Coy Ritchie, we reviewed the Chapter Activity Report during a Zoom conference on Wednesday, 21 October, in partnership with the Region Adjutant, Lt Col

Marlon M. Ruiz. The remaining elements of the Chapter Assessment-Tiger Team Visit would be reviewed during the chapter meeting on 24 October.

The next phase of my reconnaissance took me from Chandler, AZ, to Colorado, then to New Mexico. I flew to Denver on 22 October, basing near the site of the Denver Chapter’s upcoming meeting. That evening, I drove to the Colorado Springs’ in-person chapter meeting, drove to Los Alamos, NM, to meet the MG Franklin Miles Chapter Commander, LTC Gregg Geisler, for lunch on Friday, 23 October, and then attended the Denver Chapter’s in-person Membership Meeting on Saturday, 24 October. This was the final in-person general membership meeting for both the Colorado Springs and



Denver Chapter Membership Meeting, 24 October 20.
(L-R): Denver Chapter Commander LCDR Coy D. Ritchie, USN (Ret); Colorado Springs Chapter Vice Commander LtCol Rich Peters, USAF (Ret); Colorado Springs Chapter Commander COL Steve Shambach, USA (Ret); Region XIII Commander LTC Patrick Stolze, USA (Ret).

Denver Chapters. The Colorado Springs Chapter Commander, COL Stephen Shambach, resumed hybrid in-person and Zoom chapter meetings in February 2021.

During the Denver Chapter meeting, I wanted to interview as many of the staff and outreach coordinators as possible. However, due to the approaching severe winter storm, I rescheduled my departure from the Denver Airport to that same day.

Thankfully, I authored the article on my visit to the Greater El Paso Chapter mentioned above as soon as I returned home because I contracted COVID-19 on 30 October—the same day that the approved Appendix S was published. Unfortunately, the virus delayed further work for five weeks. By 2 December, I was finally able to focus enough to complete all my chapter evaluations and complete a Post-Tiger Team Report on the Denver Chapter, which I coordinated with Region XIII's VCINC, CPT Paula R. Mitchell, Ed.D., USA (Fmr). Very recently and happily, I determined the Denver Chapter needed no further Tiger Team assistance.

By mid-December 2020, all Region XIII chapters were implementing Zoom general membership meetings, thereby continuing normal operations while improving their chapter activity results (CAR) and chapter assessment status—as well as implementing prudent safety measures. The Colorado Springs and Phoenix Chapters, which previously conducted quarterly meetings, transitioned to monthly Zoom meetings during this period to better engage their Companions. Kudos to those chapters! The extra effort needed to learn about the chapters on the east face of the Rockies was paramount to ensure a comprehensive and fair assessment.

Doing chapter assessments at the beginning of a commander's term of office helps identify action areas and develop the action plans to be addressed during that Operating Year. This annual requirement to conduct chapter assessments (Appendix S) and the updated MOWW Form 27, "Chapter Activity Report," triggers dialogue vital to improve chapter vibrancy and health. Achieving these things requires all of us to dust off the Policy Manual, Strategic Plan, chapter bylaws and conduct training within chapters. After completing this

OY's Chapter Assessments, four recommendations are offered:

1. The CINC should publish his chapter assessment guidance at the start of each OY, e.g., weighting each parameter.
2. Some, if not most, of the elements of the Chapter Assessment can be done by virtual means, e.g., review Chapter Activity Reports. This allows more Companions to take part in the assessment process via ZOOM conferences.
3. Commanders must be familiar with the Policy Manual (e.g., Appendix S) and the chapter. Attending staff and membership meetings are critical to determining a chapter's health.
4. Commanders should pursue their own prioritized training plan to meet the requirements of Appendix S and Form 27.

Last, the materials available on the Order's website are indispensable to command and staff success at every level of command throughout the Order. The "Companions Only" portion of the website offers a wealth of information and guidance for commanders to support daily operations and be aspirational as a part of our efforts to continually improve. The "Leadership Dashboard" contains invaluable information summarizing the operational performance of every chapter across a range of areas. The "Training and Development" section provides essential information and best practices that every region, department, and chapter can use to underpin their continuous improvement efforts. The MOWW Forms section includes such helpful tools as MOWW Form 22, "Region/Department Commanders Guide," and MOWW Form 19, "Chapter Commander Guide," the kinds of things with which every commander at every level should be familiar.

In closing, annual chapter assessments are a basic responsibility of every commander since they facilitate assessing chapter health, and they provide invaluable information to commanders, staff, and Companions needed to strengthen chapters, make them more operationally successful, and ensure they are long-lived. ★

Editor's Note: The CINC has emphasized using Tiger Teams with all region commanders.



2021 MOWW CONVENTION AGENDA

DoubleTree by Hilton Hotel Detroit - Dearborn | 5801 Southfield Fwy, Detroit, MI 48228 | Reservations: (313) 336-3340 | **Group Code: MOWW**

TUESDAY, 3 AUGUST 2021 | DRESS: CASUAL

TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0900*	Tour 1: Golf Tourney (*Tee-Off)	Tournament Players Club Golf Course		All Attendees

2021 CONVENTION AGENDA

WEDNESDAY, 4 AUGUST 2021 | DRESS: CASUAL (ALL EVENTS)

TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0800-0930	Pre-Convention EXCOM Breakfast (AV)	(H-Square, 15)	Henry Ford Exec Brdrm	EXCOM Members
1800-2100	CINC Welcome Buffet—Business Casual (AV)	(Banquet, 250)	Great Lakes Ballroom	All Attendees
1015-1700	Tour 2 ("All-Hands"): The Henry Ford (Museum) & Ford Rouge Plant (Dearborn)			All Attendees
1015-1700	Tour 3 ("All Hands"): The Henry Ford (Museum) & Greenfield Village (Dearborn)			All Attendees

THURSDAY, 5 AUGUST 2021 | DRESS: CASUAL (HANN-BUSWELL CHAPTER DINNER: MESS DRESS)

TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0700-0830	Council of Past CINC's Working Breakfast	(H-Square, 25)	Fairlane	CPC Members
0900-1100	Convention Business Session (AV)	(Classroom, 250)	Great Lakes Ballroom	All Companions
1115-1245	Convention General Staff (AV)	(Classroom, 250)	Great Lakes Ballroom	All Companions
AS DESIRED LUNCH				
1345-1445	Council of Area Commanders (CAC)	(Classroom, 40)	Fairlane	CAC Members
1500-1545	Strategic Growth Committee Outbrief (AV)	(Classroom, 250)	Great Lakes Ballroom	All Companions
1600-1645	Hann-Buswell (HB) Chap Mtg (AV)	(Banquet, 80)	Dearborn & Southfield	HB Chap Mbrs
AS DESIRED DINNER				
1800-2100	Hann-Buswell (HB) Chapter Dinner (AV)	(Banquet, 80)	Dearborn & Southfield	HB Mbrs / Guests
0800-0845	Popular Interest #1: Chair Yoga (LCDR Webb)	(Theater, 30)	Rotunda (chairs only)	All Attendees
0930-1530	Tour 4: Detroit Historical Museum & Motown Museum		Detroit	All Attendees
1100-1700	Tour 5: Detroit Institute of Arts		Detroit	All Attendees

FRIDAY, 6 AUGUST 2021 | DRESS CASUAL (AWARDS LUNCHEON: COAT & TIE; DETROIT RIVER CRUISE: BUSINESS CASUAL)

TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0700-0745	Non-Denominational Worship Svc (AV)	(Theater, 140)	Dearborn & Southfield	All Companions
0800-0900	SVCINC: Region & Department Roundtable	(Classroom, 40)	Fairlane	Region/Dept Cdrs
0915-1045	PEC, ROTC & Scouting Outreach Roundtables	(Theater, 140)	Dearborn & Southfield	All Companions
1100-1300	MOWW Awards Luncheon—Coat & Tie (AV)	(Banquet, 250)	Great Lakes Ballroom	All Attendees
1330-1415	IPCINC: "Going From Good to Great"	(Theater, 140)	Dearborn & Southfield	All Companions
1430-1530	Strategic Growth Workshop	(Classroom, 250)	Great Lakes Ballroom	All Companions
AS DESIRED DINNER				
0800-0900	Popular Interest #2: Health Walk	N/A	Out-of-Doors	All Attendees
1600-2030	Tour 6 ("All-Hands"): Diamond Belle Dinner Cruise		Detroit River	All Attendees

SATURDAY, 7 AUGUST 2021 | DRESS CASUAL (CINC RECEIVING LINE & BANQUET: MESS DRESS)

TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0730-0900	MOWW Memorial Service	(Banquet, 250)	Great Lakes Ballroom	All Attendees
0915-1015	Becoming an Award-Winning Chapter	(Theater, 140)	Dearborn & Southfield	All Attendees
1030-1145	MOWW Website Tutorial	(Theater, 140)	Dearborn & Southfield	All Companions
AS DESIRED LUNCH				
1300-1430	Public Relations & Social Media Tutorial (AV)	(Theater, 140)	Dearborn & Southfield	All Companions
1800-1850	Receiving Line/Reception—Mess Dress (AV)	(Reception, 250)	Center Lobby Area	All Attendees
1900-2100	CINC Banquet—Mess Dress (AV)	(Banquet, 250)	Great Lakes Ballroom	All Attendees
Distinguished Service Award recipient & Honorary Commander-in-Chief: Gen Peter Pace, USMC (Ret)				

SUNDAY, 8 AUGUST 2021 | DRESS: CASUAL

TIME	EVENT	TABLE SET-UP	ROOM	ATTENDEES
0900-1130	Post-Convention EXCOM Breakfast (AV)	(H-Square, 15)	Henry Ford Exec Brdrm	EXCOM Members
0900-1030	EXCOM Spouse "Meet 'n' Greet" Breakfast	(H-Square, 15)	Fairlane	Spouses/Partners

v.3

NOTE: ON 16 APRIL 2021, THE EXECUTIVE COMMITTEE OF THE GENERAL STAFF (EXCOM) WILL DECIDE IF THE 2021 MOWW CONVENTION WILL BE IN-PERSON OR VIRTUAL. ONCE THE EXCOM MAKES ITS DECISION, THE CINC WILL NOTIFY COMPANIONS VIA THE MOWW CHAIN OF COMMAND AND THE WEBSITE WWW.MOWW.ORG/CONVENTION WILL BE UPDATED.





2021 MOWW Convention | TOURS -Transportation included

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



Tour 1: GOLF TOURNEY AT TOURNAMENT PLAYERS GOLF CLUB.

(TUESDAY, 3 AUGUST 2021; TEE OFF: 0900)

TPC is a stunning **Jack Nicklaus Signature Course** that golf legends such as Jack, Gary Player, Arnold Palmer, Chi Chi Rodriguez and others played when the course hosted the Senior Players Major Championship (16 times). The Club provides Members and guests with a masterfully designed, superbly landscaped and expertly maintained course that offers a thoroughly enjoyable experience for golfers of all skill levels. **Cost/person \$65.00 (includes lunch— drinks separate)**



Tour 2 ("ALL HANDS"): THE HENRY FORD [MUSEUM] & FORD RIVER ROUGE PLANT

(WEDNESDAY, 4 AUG 2021, 1015-1700) In the museum, discover America—culture, inventions, can-do spirit—and hundreds of hands-on ways to explore it and enjoy it in **The Henry Ford Museum** of American Innovation—Lincoln's Ford Theater chair, President Kennedy's Dallas car, Rosa Parks' bus, historic airplanes, cars—and **tour Ford's River Rouge F-150 truck factory** to see trucks actually being made and the largest green roof in the world. **Cost/person \$55.00 (lunch separate)**



Tour 3: ("ALL HANDS"): THE HENRY FORD [MUSEUM] & GREENFIELD VILLAGE

(WEDNESDAY, 4 AUG 2021, 1015-1700) In the museum, discover America—culture, inventions, can-do spirit—and hundreds of hands-on ways to explore it and enjoy it in **The Henry Ford Museum** of American Innovation—Lincoln's Ford Theater chair, President Kennedy's Dallas car, Rosa Parks' bus, historic airplanes, cars - **Experience Greenfield Village** - See early American homes, Menlo Park (Edison's laboratory), the Wright Brothers workshop, Historic Districts and much more.

Cost/person \$55.00 (lunch separate)



Tour 4: THE MOTOWN MUSEUM AND DETROIT HISTORICAL MUSEUM

Visit both in one tour!

(Thursday, 5 Aug 2021, 0930-1500 & 1000-1530) Two busses; limit 34 people in each bus.

At the **Detroit Historical Museum**, see Detroit as it used to be: Cobblestone streets, 19th century stores, and a fur trading post from the 1700s are only a few of the wonders that visitors see. Special permanent exhibits include *Detroit: The Arsenal of Democracy*, and an expanded *Doorway to Freedom: Detroit and the Underground Railroad* exhibition.

Step into an era of musical magic on your visit to the **Motown Museum**. Tour Hitsville U.S.A., the birthplace of the Motown Sound. Stand where the Temptations, Four Tops, Miracles and Supremes—and many more of your favorite Motown artists - recorded their famous songs.

Cost/person \$55.00 (includes lunch at the Detroit Historical Museum)



Tour 5: DETROIT INSTITUTE OF ARTS (Thursday, 5 Aug 2021, 1100-1700)

The Detroit Institute of Arts, located in Midtown Detroit, Michigan, has one of the largest and most significant art collections in the United States. **The DIA** collection is regarded as among the top six museums in the United States with an encyclopedic collection which spans the globe from ancient Egyptian and European works to contemporary art. A feature is the Diego Rivera mural of Detroit Industry. **Cost/person \$30 (lunch separate)**



Tour 6: ("ALL HANDS"): DIAMOND BELLE RIVERBOAT DINNER CRUISE

(Friday, 6 Aug 2021, 1600-2030)

Sailing the Detroit River since 1993, the **Diamond Riverboat** crew will highlight some of the most popular and hidden sightseeing gems on the water. The Diamond Belle Cruise Ship's engaging crew brings these locations to life with interactive narrated tours. From the beautiful landscape of historical Belle Isle to the Ambassador Bridge (the world's most travelled international bridge) and back, you will see the full skyline of both Detroit, USA and Windsor, Canada. You may also see the only floating Post Office in the country on your trip.

Cost/person: \$70 (Dinner included – drinks separate)

v.3



VOLUNTEER—SERVICE—ORGANIZATION

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

We are in a constant state of assessment and adjustment—no matter what we are doing. When we are good at these things, we make progress and succeed. When we are not, we do not.

When we drive, we constantly assess the roadways, other drivers, weather conditions, and adjust accordingly. We also assess the dashboard gauges to verify that our vehicle is operating effectively and efficiently, and that adverse indications are not present, e.g., declining voltage, increasing temperature, or an illuminated “Check Engine” light.

As we steer to our next waypoint or destination, we take the initiative to look for opportunities to avoid obstacles preventing us from arriving on time and safely. We use our mirrors to see things we passed or things gaining on us. We use our windshield to see what is ahead so we know where we are going. Our mirrors are small, no greater than the size of our hands, but the windshield is as wide as the car. Their size and relationship to each other is intentional. We must be forward looking.

A volunteer service organization such as MOWW must deliberately navigate to its waypoints and realize its objectives despite facing the equivalents of road hazards, adverse weather conditions, and errant drivers. Likewise, we must be in a constant state of assessment and adjustment so we can achieve our Strategic Goal waypoints and realize our Preamble objectives. And, we cannot run out of gas; we must ensure we always have enough volunteers.

In addition, a volunteer service organization must be nurtured. Its members must see the components of the name, i.e., volunteer, service, and organization, as informative, motivating, and guiding, and act on these things.

To *volunteer* is to give of ourselves in service to a cause and to freely donate our time to help our organization, our community, and individuals. Volunteering is a two-way street; it can benefit us as much as we benefit the cause we serve. Dedicating our time as a volunteer helps us make new friends,

expands our network, and boosts our social skills. Volunteering is both a physical and a thinking thing.

Membership is not volunteering. Doing the work needing to be done *after* becoming a member is volunteering.

Service is work done by those willing to do the work of the Order, as Treasurer General LCDR Paul Webb, observes. There are four types of service work: direct, indirect, advocacy, and research. Direct service affects the people, organizations, and causes we support, e.g., scouting outreach. Indirect service is the type of service in which we are not in the presence of the person or thing we are impacting, e.g., updating the chapter roster. Advocacy service is when we respectfully and constructively speak on an issue or propose a solution. Research service involves finding information that informs or demands action, e.g., analyzing Chapter Activity Reports.

An *organization* is a unified body of people with a particular purpose. It exists because people working together achieve more than a person working alone. Organization is important because it allows individuals and groups to do tasks more efficiently, which is vital since organizations always face the need to succeed despite vacancies, multi-hatting, overly vertical organizations, and volunteerism, performance, and accountability issues.

As we volunteer, serve, and organize, we should look to our history for ideas on how to proceed, but not to continue practices that might have been good for a time but that are not good for all time.

Instead, we should look for what initially motivated us. We must drive forward by primarily looking through our organizational windshield. Then, as we assess our situation and make adjustments to our journey and its timing based on environmental, organizational, and societal factors, we must remain focused on achieving required volunteer, service, and organizational outcomes to preserve and protect the Order. ★



THE FATHER OF BATTLEFIELD MEDICINE

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

The history of the world's battles concentrates on functional soldiers. The wounded had little use. During America's Civil War, Major Jonathan Letterman, the Army of the Potomac's head surgeon, changed this by revolutionizing battlefield medicine.

Letterman's system of organization enabled thousands of wounded to be treated and recovered during the Civil War. In 1849, he was appointed an assistant surgeon in the Army Medical Department. Later the Surgeon General appointed him the medical director of the Army of the Potomac. He immediately began reorganizing the Medical Service of this army. Maj Gen McClellan told him to do "whatever necessary" to improve the system.

By the September 1862 Battle of Antietam, Letterman had devised a system of forward first aid stations at the regimental level and instituted his principles of triage. He devised standing operating procedures for the intake and subsequent treatment of war casualties and was the first person to apply management principles to battlefield medicine. He established mobile field hospitals at division and corps headquarters.

He realized the need for an integrated medical treatment and evacuation system equipped with dedicated vehicles, organizations, facilities, and personnel. This system was connected by an efficient ambulance corps established in August 1862. It was placed under the control of medical staff—not quartermasters. He arranged an efficient system to distribute medical supplies, a system the Army of the Potomac and other Union armies adopted after the Battle of Fredericksburg. Later, the Letterman System was officially established as the procedure for intake and treatment of battlefield casualties for the entire US Army by an Act of Congress in March 1864.

The three-day Battle of Gettysburg in July 1863 showed the efficiency of the Letterman System. The mortality rate after this bloody battle was only two percent after dealing with more than 14,000 Union wounded and 6,800 Confederate wounded left behind. A vast medical encampment was created northeast of Gettysburg named Camp Letterman. A 3 October 1863 report to Brig Gen S. Williams, Assistant Adjutant General, Army of the Potomac, stated:

It is with extreme satisfaction that I can assure you my system enabled me to remove the wounded from the field, shelter, feed them, and dress their wounds within six hours after the battle ended, and to have every capital operation performed within twenty-four hours after the injury was received. I can safely say that such would have been the result in other corps had the same facilities been allowed—a result not to have been surpassed, if equaled, in any battle of magnitude that has ever taken place.

Unfortunately for Letterman's career, his mentor and superior officer, Surgeon General Hammond, was relieved for banning the use of the mercury compound calomel for not being safe or effective, a view later proven to be correct, and other false charges. Hammond was relieved on 3 September 1863 and Letterman resigned from the Army in December 1864 before the war's end.

In 1911, the Army hospital at the Presidio of San Francisco was named Letterman Army Hospital in his honor. When he died, he was buried in Arlington National Cemetery. The inscription on his memorial reads:

Medical Director of the Army of the Potomac, June 23, 1862, to December 30, 1863, who brought order and efficiency into the Medical Service and who was the originator of modern methods of medical organization in armies.

Be well. ★



OUR SPIRITUAL FOUNDATION

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

According to the scriptures, heaven and earth will disappear, but God's words will remain forever [Matthew 24:35] God's word is the rock. It is a rock that is sure, strong, and compassionate—in this life and in the one to come.

If we construct our lives on a foundation only built by temporal things in this world, things we can see and handle, the result will be disastrous for those things are transient. When the temporal things are gone, where do we turn for hope, what do we rely on to cope?

A faulty or improperly built foundation, one not built with God's word as its foundation, can lead to devastating consequences. We must examine our lives to determine if our spiritual foundation is built on the infallible and eternal word of God.

"The rain and snow come down from the heavens and stay on the ground to water the earth. They cause the grain to grow, producing seed for the farmer and bread for the hungry. It is the same with My word. I send it out, and it always produces fruit. It will accomplish all I want it to, and it will prosper everywhere I send it." [Isaiah 55:10-11]

When everything around us is being torn apart by the winds of change that result in immeasurable loss, pain, and suffering, only God's word keeps us from falling into despair by knowing His word and by putting His word and what we know spiritually as a result into practice. How can this be? Because we are told by the scriptures to be doers of the word, not merely hearers of the word. [James 1:22-25]

We all will face personal storms at some point in our lives. It is never a question of if, but when. The truth, strength, and peace found in living God's word will help us to both weather and even prevail over the fiercest storms because our spiritual foundation is strong and enduring because it comes from God's word.

The passage from Isaiah above shows us the certainty of what God's word will do and what it will accomplish. By the power of the Spirit of God, the word of God will produce spiritual fruit in our lives, fruit that will bring glory to God as we serve Him with a life built upon His word. Only in God and His eternal word will we build an unshakeable foundation of faith, confidence, and hope. ★



G/A Bradley-COL Hanson Chapter, CA

Operation Gratitude: Saying “Thank You” to All Who Serve

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

Growing larger each year since 2003, Operation Gratitude now sends over 300,000 individually-addressed care packages to those who serve, to their children left behind, and to First Responders, new recruits, veterans, wounded heroes and their caregivers. Each package contains snacks, hygiene products, entertainment, and handmade items, as well as personal letters of support.

Chapter Companions participated in a day of active, hands-on volunteerism, assembling care packages for this very deserving organization. In total, 766 care packages were assembled for Operation Gratitude distribution with each care package containing approximately \$20 worth of items including scarfs, paracords, hygiene items, and snacks. Each one also contained a “Thank You” card from Operation Gratitude plus at least one letter written by an adult or student thanking the veteran for their service. The chapter delivered 500 care packages on behalf of Operation Gratitude to Volunteer Service Coordinators on the main Veterans Administration campus located in West Los Angeles. This was one of three Veterans Administration care facilities located throughout Los Angeles County where Companions delivered packages.



Above (L-R): Companion CPT Gordon A. Fell, USAR (Fmr), completed all coordination with the Veterans Administration site for the delivery effort; Chapter Commander Lt Col Dave Worley; VA personnel, and Companion MAJ Howard P. Lewis, USA (Ret), who provided his vehicle for the deliveries.

Photo left: Assembly Day, which chapter Companions affectionately referred to as the Worley Mansion, preparing for the distribution of 766 care packages on behalf of Operation Gratitude. (L-R): COL George Kalinski, USA; Lt Harry B. Dickinson, USA (Fmr); HPM Ms. Georgett Studnicka; HRM Ms. Gayle E. Worley, and COL Richard H. Keagy, USA (Ret).



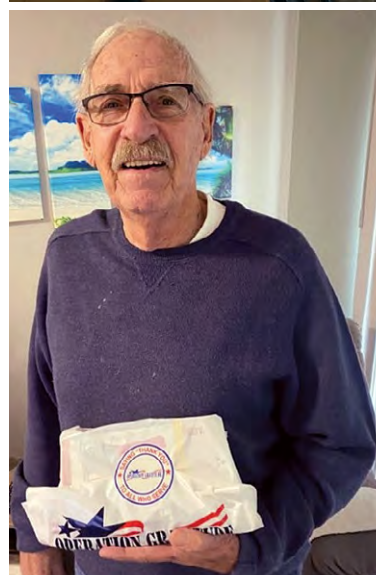
Photo right: On behalf of Operation Gratitude, Companion COL George Kalinski, USA (Ret) (far right), delivers 80 care packages to Volunteer Service Coordinators at the Veterans Administration Hospital located in Long Beach. This was one of three Veterans Administration care facilities located throughout Los Angeles County to which Companions delivered packages.



Lower left: Chapter Commander Lt Col Dave Worley completes a final inventory check of the 766 care packages assembled for Operation Gratitude distribution.



Lower right: SFC Thomas Ralphs, USA (Ret), who served during the Vietnam era, holds a care package delivered on behalf of Operation Gratitude. SFC Ralphs' package was one of 50 packages distributed by American Legion Post 288 (La Crescenta), a Veterans Service Organization that assisted our chapter with care package deliveries to Senior Care Facilities and to homebound veterans.





Fort Knox Chapter, KY

Scouting Today

BY BG DAVID ESTES, USA (RET)

The program speaker for the January meeting was Ms. Dani Gilles, the new executive director of the Lincoln Trail District, Boy Scouts of America.

Normally, recruiting occurs in the schools. Needless to say, that been an extreme challenge because of the virus. Another challenge is the ongoing requirement of financial support. It takes about \$250 to support one scout. Then there are at least three camping/training sites that require some support. Normally, most of the funding is supported by the Friends of Scouting dinner held in the late spring. Last year, the dinner was canceled. However, enough concerned businesses, individuals and organizations came through to meet the

goals. Hopefully, the same will occur in 2021.

The District supports about 1,400 scouts, which now includes about 60 girls. The incorporation of girls into the Boy Scouts has been effective. In the Cub Scouts, the boys and girls have separate packs. In the Boy Scouts, the boys and girls also have separate troops. In Explorer Scouting, the teams became co-ed and their mission is career-oriented, such as police, fire, and many other services careers.

(L-R): Ms. Dani Gilles provided an informative and complete update and was presented a MOWW Fort Knox Chapter Certificate of Appreciation by Chapter Commander Brig. Gen. David Estes.

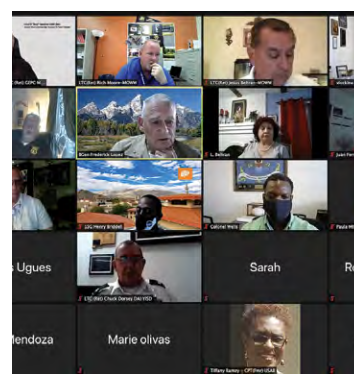
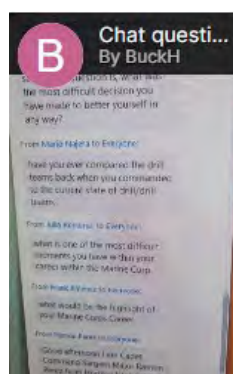


Greater El Paso Chapter, TX

CINC Leads ROTC Virtual Roundtable

BY LTCOL BUCK HAMILTON, USMC (RET)

On 25 February 2021, the chapter held its first Virtual Roundtable for NROTC and JROTC cadets in the greater El Paso area. The featured speaker was CINC BGen Frederick R. Lopez, USMCR (Ret). Almost 50 Companions, staff, instructors, and cadets from different school districts participated. The subject was "Resiliency." Participants also posted "Chat" questions posed to the CINC, who shared his experiences and advice generously.

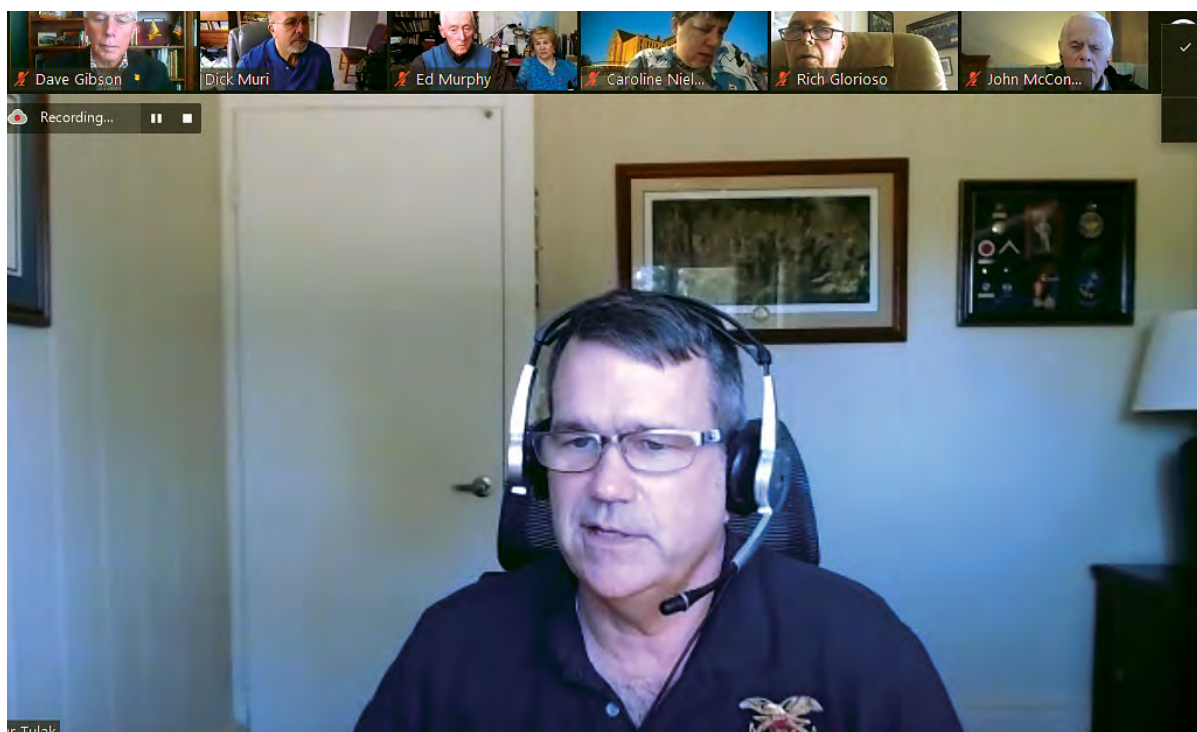


Puget Sound Chapter, WA

Cadet Recognition

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

The chapter congratulated Cadet Samson from Bethel High School for her outstanding work as a squadron commander. She received the MOWW Medal of Merit at the 10 January Puget Sound Chapter meeting. Thanks to Lt Col John Apostolides and his cadets for providing the excellent Patriotic Program at Sunday's meeting.



Gaylord-Dillingham Memorial Chapter, HI

MOWW National Security Briefings Delivered Coast to Coast

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

One advantage of virtual chapter meetings is that subject matter experts can bring a new dimension and resource to MOWW gatherings. General Staff Officer COL Arthur N. Tulak, Ed.D., USA (Ret), briefed the Northern Virginia Chapter, VA, on 13 February, followed by the Puget Sound Chapter, WA, on 14 February 2021 from Honolulu, HI, via Zoom. COL Tulak provided a National Security program titled "PLA [The Chinese People's Liberation Army] Maneuver in the South China Sea." All attendees found the subject fascinating and timely as China aggressively expands its influence in Southeast Asia.





Pinson Memorial Chapter, TX

Law & Order Proclamation in Support of Irving Police Department

BY LTC ARTHUR B. FOWLER III, USA (RET)

On 21 December 2020, Chapter Commander COL Vincent L. Freeman, Jr., USA (Ret), presented Irving Police Chief Jeff Spivey with a proclamation of recognition and support of the outstanding police department in Irving. COL Freeman was subsequently invited by City Manager Chris Hillman to speak at the next Irving City Council meeting and present the proclamation to Mayor Rick Stopfer.

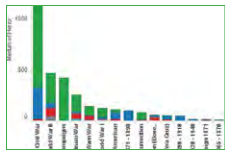
On Thursday evening, 14 January 2021, the Irving City Council met at the council chambers. After the recently re-elected mayor and city council members were sworn in, COL Freeman spoke to the council about the Order, the Pinson Memorial Chapter, and its Law & Order Proclamation in recognition and appreciation of the Irving, TX, Police Department. Additional remarks were given by MG Albert C. Zapanta, USA (Ret), an Irving City Councilman and member of the Dallas MOWW Chapter. COL Freeman's address can be viewed by going to www.cityofirving.org/3214/Watch-Council-Meetings and selecting "City Council Jan 14, 2021" (his address is at the beginning of the video).

In part, the proclamation congratulates the department on their "ShopTalk" program. "Shoptalk" was the initiative of Officer Jon Plunkett, who gave an outstanding report about the program at the January chapter meeting. The "Shop Talk" program is a volunteer program involving barber and beauty shops at which Police Officers have an open, informal dialog with clients to build understanding and trust. Officer Plunkett is a former MOWW-recognized Officer of the Year and a MOWW national award recipient.

Photo top (L-R): Councilman and Companion MG Zapanta, COL Freeman and Mayor Stopfer. Second row, photo left, (L-R): Mayor Stopfer being sworn in. Second row, center (L-R): Officer Jon Plunkett received a MOWW Certificate of Appreciation from Chapter Commander COL Vincent Freeman during the January chapter meeting. Photo right: Chapter Commander COL Vincent Freeman addresses the Irving City Council.



Medal of Honor Data



See and filter criteria about the Medal of Honor distribution from the Civil War to the present time.

<https://blogs.va.gov/VAntage/>

[medals-of-honor-data/](https://blogs.va.gov/VAntage/medals-of-honor-data/)

Physical Therapy Program Reduces Chronic Pain for Older Veterans



A group physical therapy program by VA Geriatric Scholar

Ralph Magnuson (pictured) and colleagues from the Redding VA Clinic in Northern California combines exercises with instruction on the neuroscience of pain to help older veterans increase mobility, reduce chronic pain, and improve quality of life.

Pain neuroscience education (PNE) is a way of understanding the brain's role in producing pain with the aim to decrease the severity of how patients perceive chronic pain.

Traditionally, physical therapy falls into a biomedical model of care, explained Dr. Magnuson. "We assess that shoulder or back and try to identify the pain generator. When we find it, we try to fix it. Therapeutic neuroscience is more on the bio-psychosocial model where we focus on the whole person."

"We saw a significant change as a group. When they worked together, with camaraderie that was exercise-based, they just in general felt better," Magnuson explained. "They were observed moving better. I think that relates to, If I feel better, and I move better, my pain must be better."

Magnuson encourages veterans to commit to exercise after the program to maintain improvements. Though COVID-19 physical distancing measures at the Redding VA Clinic gym have temporarily halted group physical therapy, he helps patients stay active using VA Video Connect. Magnuson's program was inspired by

and developed as part of his engagement in the VA Geriatric Scholars Program Quality Improvement Workshop and Practicum. The Geriatric Scholars Program is a national workforce development program that trains primary care providers in geriatric medicine and teaches fundamental skills in quality improvement based on the IHI Model for Improvement and PDSA Cycle.

Magnuson's experience with the VA Geriatric Scholars Program led to another quality improvement opportunity. He joined the coaching program within VA known as VA Transformational Coaching Network. To read the full article follow the link to: <https://blogs.va.gov/VAntage/85342/physical-therapy-program-reduces-chronic-pain-older-veterans/>

Deciding how much life insurance to get?



The amount of life insurance a veteran needs depends upon their personal and financial situation. VA's "Life Insurance Needs Calculator" can help them decide how much.

This link will give veterans useful information: [https://](https://www.va.gov/resources/deciding-how-much-life-insurance-to-get/)

www.va.gov/resources/deciding-how-much-life-insurance-to-get/

See the online worksheet at: <https://insurance.va.gov/NeedsCalculator>

Adding Dependents to Your VA Benefits



If you're receiving disability compensation from the VA, you may be eligible for an increase in benefits to help support your family. Veterans

who have a 30% or higher disability rating can add eligible dependents to their compensation benefits to get a higher payment, also known as a "benefit rate."

For more information see: <https://benefits.va.gov/COMPENSATION/docs/dependency-infographic-final-508.pdf>





REVEILLE

RANK/NAME (SERVICE)

NEW MEMBER

Sponsor

*Denotes PM/HPM

**Denotes RM/HRM

DATA FROM FEBRUARY–MARCH 2021

BRIG GEN SCOTT CHAPTER GA

CAPT HAROLD A. BUNCH, JR., USN (RET)**

*Capt Theron Simpson, Jr., USMC (Ret)***

LT HERBERT S. GREENWALD, JR., USNR (FMR)**

*Capt Theron Simpson, Jr., USMC (Ret)***

CHICAGO CHAPTER IL

CW4 BERLE S. LITTMANN, USA (RET)**

*CW4 Arthur F. Dutkovic, USA (Ret)***

CW5 ALFRED SALLER, USA (RET)**

*CW4 Arthur F. Dutkovic, USA (Ret)***

MAJ JACKIE L. SNIDER, USA (RET)**

*CW4 Arthur F. Dutkovic, USA (Ret)***

COL ROOSEVELT CHAPTER NY

MRS. MAUREEN A. EMMONS*

*CPT George D. Emmons, USA (Ret)**

MR. WILLIAM K. SWALM**

*LTC Paul F. Farinella, USA (Ret)**

MR. MICHAEL D. WITTER*

*LTC Paul F. Farinella, USA (Ret)**

COL STEPHENS-APACHE TRAIL CHAPTER AZ

CAPT JOHN W. HENRICH II, USN (RET)**

*MAJ Rosanne E. Trujillo, USA (Ret)**

COL WOOLSEY CHAPTER CA

LTC (DR.) DAVID A. GOMEZ, USA (RET)**

*CSM Jonathan M. Church, USAR (Ret)***

COLORADO SPRINGS CHAPTER CO

LTC CHAD M. HENDERSON, USA*

*COL Stephen A. Shambach, USA (Ret)**

MR. KOBE R. NEAL*

*Col Kermit D. Neal, USAF (Ret)**

LT COL JON K. WISHAM, SR., USAF (RET)**

*COL Stephen A. Shambach, USA (Ret)**

DALLAS CHAPTER TX

LT COL W. BRYAN MAUPIN II, USAF (RET)*

*CPT John H. Wagner II, USA (Fmr)**

CAPT DAVID W. WALLACE, USAF (FMR)*

*CPT Allen B. Clark, Jr., USA (Ret)**

FORT WALTON BEACH CHAPTER FL

CPT WAYNE E. SIRMON, USA (FMR)*

*Lt Col John E. Cahoon, Jr., USAF (Ret)**

GA BRADLEY-COL HANSON CHAPTER CA

LT COL RAFFI G. NAJARIAN, CAANG**

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

MR. JAMES C. STUDNICKA, JR.**

*Ms. Georgette E. Studnicka**

GEN RIDGWAY-PITTSBURGH CHAPTER PA

LTC TIMOTHY W. YOUNG, USA (RET)*

*LTC Samuel F. Wilson, USA (Ret)**

LTG MIDDLETON CHAPTER LA

LTC DARREN T. SPEARS, USA (RET)*

*LTC Patrick L. Widner, USAR (Ret)**

NORTHERN VIRGINIA CHAPTER VA

LTC VICTOR W. BURNETTE, USA (RET)**

*COL Vicente C. Ogilvie, USA (Ret)**

PHILADELPHIA CHAPTER PA

PV2 CHARLES S. GRIERSON, MDARNG (FMR)*

*LTC Susann M. Kirlin, USA (Ret)**

PUERTO RICO CHAPTER PR

MAJ SEGUNDO MELENDEZ, USA (RET)**

*LTC Jorge L. Mas, USA (Ret)**

PUGET SOUND CHAPTER WA

CAPT JAMES L. CHRISTIE, USN (RET)**

*CDR Ronald E. Kirkland, USN (Ret)**

SANTA CRUZ VALLEY CHAPTER AZ

LTC JAMES E. ADAMS, JR., USA (RET)**

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

CPT BOBBY J. EDWARDS, USA (RET)**

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

SUN CITY CENTER CHAPTER FL

LTC DONALD H. GUNN, JR., USA (RET)**

*COL Lonnie D. Vona, USA (Ret)**

2ND LT ROBERT R. LEBRON, USMC*

*COL Lonnie D. Vona, USA (Ret)**

COL SAMUEL T. TAYLOR III, USA (RET)**

*COL Lonnie D. Vona, USA (Ret)**

TOPEKA CHAPTER KS

BG EDWARD H. GERHARDT, USA (RET)**

*Capt Stewart L. Entz, USAF (Fmr)**





TAPS

RANK/NAME (SERVICE)

**Denotes Perpetual Member (PM)*

***Denotes PM Memorial*

DATA FROM FEBRUARY–MARCH 2021

BG BULTMAN CHAPTER

CAPT D. W. DARBY, JR., USMC (FMR)*

MAJ LOREN K. SMITH, USA (RET)*

CATALINA MOUNTAINS CHAPTER AZ

LTC EDWARD W. MARSH, USA (RET)*

CHICAGO CHAPTER IL

COL HERBERT J. BERNICK, USA (RET)*

LTC PAUL R. EDWARDS, USA**

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Look! Are Your Dues Due?



"Building an Army" – Missouri general developed system of military conscription used in WWI



MG Enoch H. Crowder.
Source: Courtesy Museum of Missouri Military History

With a career spanning fifty years of service to the United States, Enoch Herbert Crowder is best remembered for his role in implementing and administering the draft in WWI. Though many of his efforts during the war may have been shrouded by the overseas accomplishments of fellow Missourian, General of the Armies John J. Pershing, reflections by military leadership continued to mark the true measure of his contributions.

Upon his graduation from United States Military Academy at West Point in 1881, the young officer was assigned to the 8th Cavalry at Fort Yates, ND, with whom he remained until April 19, 1891. He was briefly reassigned to serve as the professor of military science at the University of Missouri in Columbia. While serving in this capacity, he continued his education and earned his bachelor's degree in law, which would prove beneficial in later military appointments.

Returning to cavalry duty, Crowder then received assignment to the Army's Judge Advocate Corps. He was later transferred to the Philippines during the Spanish-American War and received promotion to lieutenant colonel. The budding officer had several responsibilities, including drafting of a new criminal code for the islands while also serving on its supreme court.

The ensuing years of his military assignments have filled the pages of history books; however, this period was highlighted by his service in 1904 as a senior American observer during the Russo-Japanese War. (General Pershing served as an observer during the latter part of this conflict.)

Eventually, Crowder would go on to complete several assignments, arguably the most important of which would be his service as chief of the Judge Advocate Corps, the "... smallest, and in no invidious sense the most select, of the Army Staff Corps," as stated in Volume XXIV (June 1917-May 1918) of "Case and Comment: The Lawyer's Magazine."

The legal publication went on to assert Crowder's "great ability as a lawyer, and his immense capacity of a captain of men, are attested to by his brilliant success as provost marshal general of the United States ..."

This reputation became well-earned by Crowder after the United States declared War on April 6, 1917. It was at this time that Crowder and his team of lawyers were charged with finding a replacement for "the old volunteer system to which America had been committed since the days of the Revolution," wrote Crowder in his book, "The Spirit of the Selective Service."

Crowder went on to describe the "volunteer system" as one that "broke down in wars with a foreign foe upon American soil in 1776 and 1812, and just as it failed in a foreign war in 1846, when put to the test in the Civil War, it collapsed decisively, finally and completely."

Six weeks after the declaration of war, Congress passed the Selective Service Act of 1917 requiring all men between 21 and 30 to register for military service; the act was later expanded to include the registration of men ages 18 to 45.

The draft that resulted from the act was structured in such a fashion that great responsibility fell upon the 4,628 local draft boards, which were often operated at the county level. As noted by the National Archives, "The local boards were charged with the registration, determination of order and serial numbers, classification, call and entrainment of draftees."

During WWI, there were three registrations held, each with its own draft lottery in which certain quotas of recruits were selected. By the end of the war, more than 24 million men had registered, of which 2.7 million were sent to the U.S. Army through conscription.

After WWI, Crowder went on to serve as Acting Minister of State and Justice in Cuba, in addition to other diplomatic responsibilities. He retired at the rank of major general and, in the years following his death in 1932, his legacy was confirmed when Camp Crowder in Neosho, Crowder Park in Trenton, and Crowder Hall at the University of Missouri-Columbia, were named in his honor.

"The magnificent services he rendered his country in peace and war have often been described," said Major General Blanton Winship, Army Judge Advocate, on the passing of his predecessor. "They will be appreciated to the full[est] only as time gives us a perspective."

Secretary of War Patrick Hurley, who earned a Silver Star Medal for gallantry in WWI, stated upon the passing of his fellow soldier, "None could have served his country more honorably or more efficiently."

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