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CHAPTER "BEST PRACTICES" ISSUE



CONTINUE CHAPTER OUTREACH

Dear Companions,

In the first paragraph of my Commanders Intent, I stated, "...as we operate under the restrictions of the COVID-19 Pandemic, it is imperative that we maintain chapter operations with a high degree of normalcy and urgency, so we do not degrade Companion interest and chapter outreach capability."

As an implied task, it is important that all chapters reach out to their Companions to make sure they are OK or to determine if they need help in this time of isolation. A response is necessary. I recommend the telephone is the best way to communicate. If your chapter has done this once, do it again.

Your chapter also needs to conduct chapter meetings featuring interesting speakers. At the moment, some chapters are doing this well in a virtual environment. This provides the linkage necessary to promote Companion interest and be informative. If you are conducting virtual meetings, invite another chapter to participate and have a joint meeting. Sure, it may be challenging but what you learn and do will be part of enhanced chapter operations in the future. The Chief of Staff has published on the MOWW website part one of a study on video conferencing. Suggest you take a look.

Even though our past operating year had to be scaled back starting in March 2020 by COVID-19, the Order was still able to conduct a significant amount of outreach programs, resulting in 21 YLCs, 646 students, 22 Massing of the Colors, 738 ROTC and 1,633 JROTC Medals awarded, and 1,795 BSA Eagle Scout Certificates and 643 Gold Award Certificates awarded.

It is vitally important that we continue our outreach and look for innovative ways to execute the nine precepts of our Preamble to the Constitution of The Military Order of the World Wars.

Sincerely,

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

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ON THE COVER



Naval JROTC Midshipman LT Justin Campbell was awarded a Theodore Roosevelt Youth Medal from the New York Council in May 2020. He currently serves as the unit Drill Commander in charge of the unit's 30-cadet drill team. Justin maintains an "A" average and is ranked at the top of his class.



NAVIGATING JROTC IN A VIRTUAL WORLD

LCDR DEBRA F. ROGERS, ED.D., USN (RET)
ASSISTANT CHAPLAIN GENERAL, MOWWW

Virtual education in the United States has become the norm rather than the exception. Most in-classroom learning has stopped. The abrupt and ongoing closures resulted from COVID-19. Toward that end, teachers have faced the unlikely challenge of virtual education, which for most proves to be uncharted territory.

Initially, when the abrupt closure occurred on 13 March, school leaders scrambled to determine the best path forward with no best practices as benchmarks. As a result, no new learning occurred. Instead, school leaders focused on re-learning material to help students gain confidence in previously learned material, which also reduced anxiety and stress for teachers who were trying to understand the new environment.

This also provided school leaders the time they needed to regroup and assess a viable path forward. As it turned out, the last school year ended with little to no fanfare as the fourth quarter was non-existent. Students were evaluated based on work from the first through third quarters, while graduation celebrations proved creative.

Students enjoyed their summer break to the best extent possible under pandemic circumstances. During that time, school district leaders were standardizing learning platforms. Teachers immersed themselves in designing online courses while simultaneously learning how to navigate online learning platforms—a must in today's educational arena.

Distance learning in schools now focuses on two macro areas. The first is synchronous, i.e., live teaching. The second is asynchronous, i.e., pre-recorded lectures and other tools for students to complete work independently. While it is impossible to perfectly replicate the classroom experience, most teachers are working diligently to teach students in innovative ways.

As for JROTC, which is a unique program that falls under the Career and Technical Education (CTE)

JROTC Program

The Junior Reserve Officers' Training Corps (JROTC) is a federal program sponsored by the United States Armed Forces in high schools and also in some middle schools across the United States and United States military bases across the world. The program was originally created as part of the National Defense Act of 1916 and later expanded under the 1964 ROTC Vitalization Act.

According to Title 10, Section 2031[1] of the United States Code, the purpose of the Junior Reserve Officers' Training Corps is "to instill in students in [the United States] secondary educational institutions the values of citizenship, service to the United States, and personal responsibility and a sense of accomplishment."

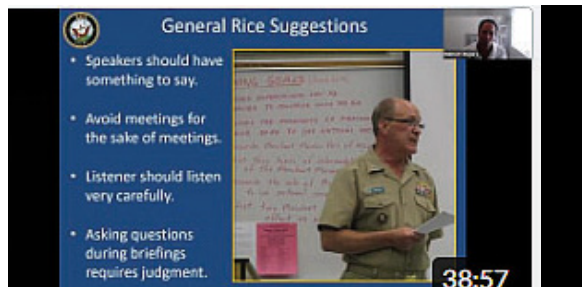
Additional objectives are established by the service departments of the Department of Defense. Under 542.4 of Title 32 (National Defense) of the Code of Federal Regulations, the Department of the Army has declared those objectives for each cadet to be:

- Developing citizenship and patriotism
- Developing self-reliance and responsiveness to all authority
- Improving the ability to communicate orally and in writing
- Developing an appreciation of the importance of physical fitness
- Increasing a respect for the role of the US Armed Forces in support of national objectives
- Developing team building skills and basic military skills

Source: Wikipedia



flagship in most school districts, the learning curve sharply differed for each unit and school district. While each Service provides general guidance, school districts drive specific COVID-19 operating guidelines. Area Five is the US Navy's JROTC area that encompasses 59 units in Delaware, Maryland, Virginia, and Washington, DC. Area Five's annual JROTC summer leadership program, which is overseen by one of the Navy's Area Managers, occurred in a modified virtual academic environment. Nonetheless, future cadet staff leaders still had the opportunity to complete the Leadership Academy and earn the Silver Leadership Cord, an aiguillette worn by Leadership Academy graduates on the right shoulder.



Northern Virginia Chapter Companion LCDR Rogers engaging in synchronous learning with 12th grade Navy JROTC students (inset, top right corner).

JROTC units operating in a virtual environment presents some distinctive challenges given the program's intent and design. As a civic leadership development program, a large aspect of the program promotes community service. Community service, which traditionally involves group participation, is now being achieved by students independently. Now, students work independently, volunteering in their neighborhoods and communities while observing social distancing and other health guidelines. In a beneficial irony, this approach shows more extensive initiative and supports improved character development.

There are additional initiatives underway to promote virtual volunteering programs. Innovation and creativity have become the bedrock for JROTC programs nationally. While each program operates independently, instructors are diligently networking to learn best practices. Best practices include the uniform issue and turn-in processes, retrieving mandatory program participation

forms, virtual physical training, virtual uniform inspections, virtual field trips, cadet staff meetings, and training for competitions like Cyber Patriots, academic competitions, and Brain Brawl (version of military "Jeopardy").

While many aspects of the JROTC program has pandemic-related program restrictions, instructors engage in the rare opportunity to embrace the virtual environment by leveraging other program areas. The magnitude of the JROTC program provides instructors with flexibility, unlike that of traditional teachers, to promote student learning in any environment. Each Service headquarters continues to maximize support to ensure student engagement. For example, the Navy's educational technology partners improved software capabilities, including mobile and web access. Its textbook publishing partners provided access to electronic textbooks to increase accessibility and engagement.

Leadership development occurs via synchronous and asynchronous platforms because student initiative is present in both. However, one of the current drawbacks for students and instructors alike is the active participation in high-spirited competitions, which has been temporarily suspended. JROTC students love to engage in military drill, athletics, orienteering, and color guard competitions. We are extremely optimistic that these spirited competitions will return soon.



Overall, students remain very enthusiastic about JROTC. Happily, program enrollment remains steady. With little recruiting earlier this year due to the abrupt closing resulting from the onset of the pandemic, enrollment remained above 200 students for my local program, which is a testament to the JROTC traditions locally and nationally. My fellow JROTC instructors remain enthusiastic and optimistic about the future as we continue to teach and mentor our country's future leaders, no matter what the environment. As with any mission, there are no excuses—only results. ★

Editor's Note: The best practices and lessons learned described in this article have direct application to MOWW's YLCs and YLSs.



STATE PARTNERSHIP PROGRAM

BG RAYMOND E. BELL, JR., PH. D, USA (RET)
 BG BULTMAN CHAPTER (AT-LARGE), MOWW

The collapse of the Soviet Union in 1992 unraveled the Warsaw Pact, a defense system led by Russia that encompassed most of the countries in what is considered Eastern Europe. These countries behind the so-called “Iron Curtain” had their defense establishments tightly integrated with that of the Soviet Union. In addition, several Eastern European countries had troops of the Soviet Union stationed on their soil. The armed forces of these countries were arrayed against the North Atlantic Treaty Organization (NATO) countries, which was the collective defense pact designed to function as a unified body to defend the territorial integrity of its member states.

The demise of the Warsaw Pact is well known, but one ramification of its disintegration is understated in today’s global military environment. While NATO is a dominant military alliance and overshadows other defense arrangements in the West, an American military initiative started in 1993 has resulted in a system encompassing more than a binding intercontinental defense mechanism. The system is a set of military arrangements by individual states within the United States of America linking them with those of other countries in the world.

The system is termed the State Partnership Program and is administered by the Army and the Air National Guards of the various US states. It is not a federal program, but it uses funds and military equipment provided by the United States Government. In addition to its defense aspects, the partnerships address business, cultural, and academic entities. A look at the program reveals the development of US state-to-country relationships designed to preserve peace and promote democracy at a level below that of the national government.

Eastern European Partnerships

The year 1993 was an appropriate time for such a development to begin as the worldwide military situation was in flux. Potential adversaries were soon to become potential associates with the danger of massive conflict ameliorated even as other global dangers and threats were in the process of emerging. At the same time countries formerly under the yolk of repressive regimes were seeking to establish truly democratic governments.

The program got its start in three countries formerly part of the Soviet Union that border



The National Guard State Partnership Programs (SPP) in Washington State established a long-term relationship between the Washington Military Department and the Kingdom of Thailand. Source: <https://mil.wa.gov/state-partnership-program>

on the Baltic Sea, i.e., Latvia, Lithuania, and Estonia. Small but resilient, they were submerged in a stifling Soviet Union-dominated system that had sought to destroy any resemblance of a nationalistic identity. Of the three countries, Latvia took the lead in establishing a partnership with an American state. Michigan, in the Midwest region of the United States, was paired with Latvia and maintains that partnership to the present day.

Lieutenant General John Conway, the 22nd Chief of the US National Guard Bureau, the Department of Defense agency mentoring the program, deserves credit for the program's paternity. The unintended instigator of the program, however, was US Army General John Shalikashvili, who was then the supreme commander of the military arm of NATO and who could trace his heritage back to the region. He recognized the need to assist countries that are developing democratic governments. He is reputed to have called General Convoy and told him "We've got to help these new democracies."

Conway quickly moved to implement a trial program by forming a small planning team and initiating contact with the United States Department of State. The outcome was the meeting of the presidents of the three countries and key US military officials. Conway saw the role of the National Guard as helping to make the transition to democracy as smooth as possible. The initial idea was for the American states to exchange liaison officers with their paired foreign counterparts. It soon became more than just linking such officers, however.

As an example of how the relationships began to develop, the Latvian Army's principal military band's leader expressed the need for a large musical instrument, a tuba, which he was having trouble procuring through regular acquisition channels. While not an issue of large military importance, the American gift to the band became a good omen. Since then, the Michigan National Guard has celebrated its twenty-sixth anniversary with the Latvian military establishment. Shortly thereafter, Estonia became paired with the state of Maryland and Lithuania with Pennsylvania.

While Latvia, Estonia, and Lithuania can claim to be the first to establish partnerships in 1993, they were soon followed that year by nine other

countries. All had been under some influence of the Soviet Union and all were seeking to establish new forms of government. The American state of Alabama was paired with Romania, which had had a communist-style dictator who once tended to disparage his relationship with Moscow. California established a partnership with the Ukraine, formerly part of the Soviet Union.

Next, Colorado joined with Slovenia, a former state of the dismembered Yugoslavia. Illinois took on a partnership with Poland, many of whose citizens had relatives in Illinois. Indiana became partners with Slovakia, which had severed ties with the neighboring Czech Republic. The Czech Republic was partnered with two American states, Nebraska and Texas, with the latter state also having a significant population linked to the Czech Republic. Later, Ohio partnered with Hungary, Tennessee with Bulgaria, and Vermont with Macedonia, another former Yugoslav republic.

In addition to the twelve countries above, ten other countries within the purview of the US European Command make up the tally for that part of the world. These include Azerbaijan (Oklahoma), Armenia (Kansas), and Georgia (Georgia), all small countries with smoldering relationships with Russia. Bosnia and Croatia, once embroiled in ethnic and religious conflict within the countries and Serbia, have Maryland and Minnesota, respectively, as partners. Other countries in the region, Montenegro, Albania, and Moldova, have partnerships with Maine, New Jersey, and North Carolina, respectively.

Partnerships in the Western Hemisphere

These partnerships are primarily humanitarian and infrastructure in their orientations. The state of Arkansas is paired with the small Central American country of Guatemala, where its public health system is rudimentary at best. An example of how a humanitarian mission is conducted was when two Arkansas Air National Guard wings sent thirty medical specialists to the Guatemalan rural town of Retalhuleu. The town's hospital sees hundreds of needy people a day while contending with a small capacity, limited medical supplies and often outdated or inoperative medical equipment. When the Guardsmen deployed on a recent





Minnesota and Croatian troops assist in Afghan election.
Photo by TSgt Casey Martin, USAF.

medical readiness exercise, three of the hospital's neonatal intensive care unit ventilators were inoperative. The Air Guard non-commissioned officer in charge of public health, who in civilian life is a biomedical equipment technician, used his expertise to repair the ventilators and then he taught local hospital staff to maintain and repair the equipment in the future. This humanitarian performance is typical of what the partnership comes of the program.

There are twenty-five partnerships in the Southern Hemisphere, which include every country in South America except the French overseas state of French Guiana. These even include Venezuela, which is partnered with the state of Florida. All the countries south of Mexico in Central America are also participants. In the Caribbean region, the Bahamas, Jamaica, Haiti, Trinidad-Tobago, and the Dominican Republic are paired with Rhode Island, the District of Columbia, Louisiana, Delaware, and Puerto Rico, respectively. In addition, the state of Florida and the Virgin Islands partner with the Regional Security System (RSS), which is composed of many of the smaller Caribbean countries. This security system is an example of placing in proximity partners who relate easily to each other in location and ethnic composition. The Virgin Islands, with a predominantly black population, is a good link with that of many of the RSS island nations and share many cultural relationships.

African Partnerships

One of the most active partnerships in the program is that which New York State has with the Republic of South Africa. Initiated in 2003, there has been a constant stream of activities between the two militaries. These included competitive

engagements in marksmanship, public displays in South Africa of military aircraft in air shows, and meetings between high officials about homeland security measures.

A unique activity took place in 2018 when the New York National Guard's state chaplain met with his African National Defense Force Chaplain counterpart in Garmisch-Partenkirchen, Germany, at a four-day workshop. The chaplains discussed such items as how the role of chaplain can lead to successful outcomes in ministry and how studies of experienced chaplains can be exploited to benefit military parishioners. Best practices were also a major area of discussion. While the workshop was unique in that it took place in Germany, exchanges between military chaplains in New York State and South Africa now occur quite often.

New York and Utah represent the oldest partnerships on the African continent, with both starting in 2003 under the auspices of the US Africa Command. While New York is paired with South Africa, Utah is linked with Morocco. North Dakota has partnerships with three African countries closely grouped on the west of the continent: Benin, Ghana, and Togo. In the east of Africa, Massachusetts is paired with Kenya, while the tiny country of Djibouti, which plays host to a large active US military, is linked to Kentucky.

Other countries in West Africa with partnerships are Nigeria and California, Indiana and Niger, and Michigan and Liberia. In North Africa, Wyoming is paired with Tunisia and, as noted earlier, Utah is with Morocco. Finally, the country next to South Africa is Botswana, with which North Carolina has a partnership.

Partnerships in US Central Command

One of the latest partnerships in the entire program, which began in 2018, is that between West Virginia and Qatar. In 1996, West Virginia earlier became linked with the South American country of Peru. West Virginia's National Guard brings a depth of experience to its new relationship with Qatar, a small country on the south coast of the Persian Gulf. Qatar has a large US military presence and has lately been in a contentious position in the struggle between Iran

and other states in the region. It is not a major indigenous player in military affairs so it will be interesting to see how West Virginia will manage its pairing with Qatar. Among other activities which will take place will be exploration of not only military but also economic development, to include those in the agricultural and cultural areas.

Partnerships in this region present a special challenge for the states linked with the various countries, as noted with Qatar. The participating countries lie on the periphery of the contested states of Syria, Iraq, and Afghanistan, which makes access to them tenuous except for Jordan, which is linked with Colorado.

The Central Command has the fewest number of partnerships in the program. Except for Qatar and Jordan, the pairings are grouped in the “stans” in Central Asia, i.e., Kazakhstan, Uzbekistan, Kyrgyzstan, and Tajikistan. These latter four countries, once integral members of the Soviet Union, are paired with Arizona, Mississippi, Montana, and Virginia, respectively. One can look to relationships other than military in the “stans” region as they have serious civilian connotations, such as planning for disaster relief and medical emergencies.

Pacific Partnerships

While many partnerships have US states passing along to their paired countries knowledge and expertise, there is a definite reciprocity in many cases. A significant example occurred early in 2019 when National Guard medical personnel from Hawaii met with counterparts in the island nation of Indonesia. In the past, Indonesia has been the scene of horrific natural catastrophes involving widespread medical challenges. The United States’ Hawaiian Islands have not had to face the same situations but Indonesia’s experience with dealing with past natural disasters served as excellent background for a partnership meeting in Jakarta this year.

One of the Hawaiian participants pointed out that while there are only eight Hawaiian Islands which could experience a pandemic crisis, Indonesia has more than 17,000 islands with which to contend. Hawaii and Indonesia both have islands isolated

from each other but that are popular with tourists and business travelers. However, they gain no immunity from that isolation, which makes them open to pandemics because of distances between them. Indonesia’s past engagement with massive medical challenges in its many islands provided valuable leads into topics of discussion with Hawaii, including pandemic detection, planning for large scale crisis, logistic challenges, and operations in response to such a catastrophe.

Partnerships in the Pacific Command’s area of responsibility are unique in that they reach well beyond countries in Southwest Asia. They extend from Mongolia in the north to Tonga, which is west of Australia. The countries are paired especially with American states in the far west but include Alaska with Mongolia and Guam with the Philippines, while Hawaii has partnerships both with the Philippines and Indonesia. Idaho partners with Cambodia, Nevada with Tonga, Oregon with both Vietnam and Bangladesh, and Washington with Malaysia and Thailand.

Summary

What began in 1993 as largely an “under the radar” effort to assist three nascent countries formerly occupied by the Soviet Union in embracing a democratic form government has evolved into a worldwide program of partnerships between some 76 countries and the National Guards of the 53 US states. Ranging greatly in size and scope, these partnerships have expanded well beyond military-to-military arrangements, which have enhanced not only the effectiveness of the military establishments and democratic governments but have also fostered good will between these countries and the US states’ National Guards.

Because little publicity about the partnership program beyond that provided by the various states’ public affairs offices exists, it has achieved a high degree of effectiveness untainted by worldwide politics, territorial aggression, and harmful internecine conduct. To be sure, little was it realized what the extended impact was going to be when Michigan’s National Guard went to the rescue of Latvia’s principal military band to search for a tuba. ★



A GIANT AMONG COMBAT LEADERS

COL ROBERT L. REESE, USA (RET)
VICE COMMANDER, GEN RIDGEWAY CHAPTER, PA

It is a rare occasion to find an attorney who devotes his time and energy to exploring the career and accomplishments of a Civil War general. Alexander H. Lindsay, Jr., Esq., a renowned criminal and civil law attorney, mesmerized GEN Ridgeway Chapter members by his presentation on General of the Army Ulysses S. Grant (born Hiram Ulysses Grant).

Since graduating from Washington & Jefferson College as a history major, Alexander Lindsay has continued his interest in the Civil War and other historical events even though his primary career has been the practice of law. Judging from the vast amount of details he disclosed about Grant's life and career, it was as if Lindsay knew General Grant personally. His conclusion: General Grant is among the greatest military leaders of all time.

Lindsay's conclusion is based on Grant's strategic deployment of troops and his philosophy that the United States, although not a war-like country, is willing to engage in battle if provoked. Grant had an unwavering desire to win and end battles with the rebels agreeing to unconditional surrender, and he was willing to commit troops to that end.

The Civil War, the largest conflict on our soil in our country's history, involved millions of troops. It was Grant's tenacity that turned the tide during this rebellion characterized by attrition and total



Alexander H. Lindsay, Jr., Esq.

war. These facts led Lindsay to conclude that General Grant was one of the greatest military leaders of all time, even given such notables as Alexander the Great, Napoleon Bonaparte, Genghis Khan, Julius Caesar, and others recognized by the Royal Military Academy at Sandhurst. To support his conclusion, Lindsay offers President Truman's resolve to drop two atomic bombs on Japan to force its unconditional surrender in WW II, thus following the precedent established by Grant.

As for Grant's career, Lindsay pointed out that he graduated from West Point in 1843 as a Quartermaster officer, in the middle of his class, and served with distinction until 1854 when he abruptly resigned his commission and left the service because of a drinking incident.

In 1860, after a number of years of meaningless jobs and struggling financially to support his

family, it was reported that he was selling firewood in St. Louis when he met William Tecumseh Sherman. Sherman was a fellow West Point graduate and in 1860 and they decided to join the Federal Army.

Grant rapidly rose in rank to general, largely because of his persistent pursuit of the rebel forces, winning major battles and gaining Federal control of the Mississippi River. Grant realized that control of the major rivers would lead to success in the Western Theater.



Commanding General Ulysses S. Grant at the Battle of Cold Harbor. Albumen silver print by Egbert Guy Fowx, June 1864.

Thus, Grant set his sights on Fort Donelson in Western Tennessee. After several days of battle, the Union Army was about to claim victory. However, Confederate Brigadier General John Floyd escaped the fort and turned command over to General Simon Buckner, a pre-war friend of Grant. Buckner reluctantly surrendered unconditionally.

The capture of Fort Donelson was a catastrophe for the rebel forces. Grant's victory at Fort Donelson won him the nickname "Unconditional Surrender" Grant and gave him national recognition. Grant's victory at Vicksburg, MS, was a strategic masterpiece. Rebel forces could not figure out Grant's intentions when Grant sent General Sherman to capture the state capital, Jackson. His true intention was to capture Vicksburg and permanently close the Confederate supply base. Grant's Battle of the Wilderness was the first of his Overland Campaign, which began in Spotsylvania, VA, and which was inconclusive.

The Battle of Spotsylvania Court House was the second battle of Grant's campaign. While the battle was tactically inconclusive, both sides declared victory. Confederates claimed victory because they held their defenses. The Union claimed victory because Lee's army suffered heavy losses, which were irreplaceable. Casualties were substantial on both sides and it was the costliest battle of the campaign.

The Battle of Cold Harbor, ten miles north of Richmond, VA, was a two-week engagement that left thousands of soldiers killed, wounded, or captured. Grant withdrew from the battle and headed south to capture the manufacturing and rail center of Petersburg. With the rebel line overextended and his troops starving, General Lee's army suffered a major defeat at Petersburg. The Confederate government fled Richmond at Lee's recommendation. Petersburg and then Richmond fell to the Union army.

The Battles of the Wilderness, Spotsylvania, and Cold Harbor, and the siege of Petersburg, destroyed the Confederate army and led to General Lee's unconditional surrender at the Appomattox Court House. Thus, Lindsay concludes Grant's relentless pursuit of the enemy and his strategic planning of a major war qualifies him to be among the greatest military leaders, if not the best. ★



"Battle of Fort Donelson" by Kurz & Allison. Library of Congress.



"Battle of Cold Harbor" by Kurz & Allison. 1888



On 2 April 1865, the Siege of Petersburg is broken by Union Army troops capturing trenches and breaking Confederate lines, forcing the Confederates under General Robert E. Lee to retreat, beginning the Appomattox Campaign. Painting by Sydney King.



CURBING CHINESE ADVENTURISM

COL JAMES T. ROBERTS, USA (RET)
 BG BULTMAN CHAPTER (AT-LARGE), MOWW

The July 2020 *National Security Review* indicated three hypothetical options for returning Taiwan to the People Republic of China (PRC). One was a multiple invasion scenario involving the sealing off the South China Sea, including a diversionary invasion of the Philippines in the South and in the North, sealing off the Yellow and East China Sea, and the invasion of South Korea. The focus of this report will be on Japan and its strategy to defend against PRC actions.

The PRC strategy is to:

1. Engage Japan, South Korea, and the Philippines, in such a way as to inhibit their support of US actions to repel the PRC invasion of Taiwan.
2. Force the US to divide its forces to render aid to its treaty allies.
3. Return the Taiwanese “province” to its rightful owner.
4. Force a US retreat and loss of power as the traditional protector of East Asian countries.

The objective: a successful combined PRC-North Korea invasion and a unified Korea under the PRC’s wing.

Any successful invasion of Taiwan would require PRC forces to have air and sea superiority north and south of the Taiwan Straits. That would mean local PRC naval and air dominance in the East China Sea and in the Yellow Sea. To stop a rapid response in defense of Taiwan by the US Fleet, the PRC would move quickly to gain control of the East China Sea eastward to block US fleet movements through the Ryukyu Island chain between Okinawa and the Japan mainland. Selective occupation with anti-ship missile units on those islands would retard US Fleet movements into the East China Sea to assist in the defense of Taiwan.

Geography and Threat

The July 2020 US Naval

Institute’s (USNI) *Proceedings* outlined the importance of securing the islands between the East China Sea and the Northern Pacific Ocean. It stated that:

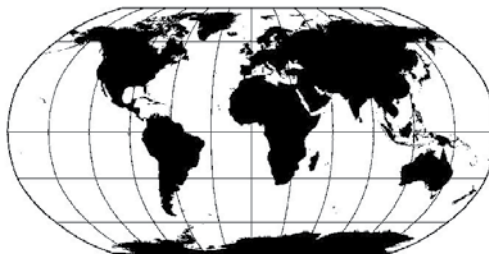
Japan’s Southwest Islands are an archipelago between [the] Japanese mainland and Taiwan. The total length is 1,200 kilometers (650 nautical miles), and there are about 200 islands in the chain. The islands ... create chokepoints for the Peoples Liberation Army Navy (PLAN) force projection into the western Pacific to compete with the United States. Moreover, the distance between the Chinese mainland and the islands ranges from only 400-800 kilometers (220-430 nautical miles).

The PRC views these islands as US and Japanese platforms for hostile anti-mainland and anti-sea missile launches and sea surveillance facilities that would thwart freedom of movement of PLAN fleet operations within the East China Sea and the Northern Pacific.

In the last five years, China has increased its aggressiveness in claiming control of the Southeastern Islands, in particular, the Senkaku Islands north of Okinawa. PRC Coast Guard and naval militia fishing fleets regularly intrude the Japanese defense zone. The Japanese Air Self-Defense Force (JASDF) regularly scrambles interceptors (up to 2-3 times a day) to intercept PRC overflights or respond to other intrusions. In 2019, the Japan Ground Self-Defense Force (JGSD) activated two anti-ship/anti-air missile facilities on Amami-Oshima and two other nearby islands. Intelligence gathering facilities were established on the Senkukas. These islands are recognized as strategically important to the US and Japan.

As a mountainous, island nation, Japan has to contend with the land and air defense of its five

main islands and provide anti-access/area denial by its maritime forces in the Sea of Japan, the East China Sea, and the Northern Pacific against the PRC, North Korea, and Russia. Russia still poses a threat because of its



continued, disputed occupation of the Kuril Islands Northeast of Hokkaido after World War II.

Japanese Military Forces

The Japan Self-Defense Force (JSDF) has three components: The Ground Self-Defense Force (JGSDF), the Air Self-Defense Force, to be renamed the Japan Aerospace Self-Defense Force in 2021 (JASDF), and the Maritime Self-Defense Force (JMSDF). The JSDF titles are psychologically important to the citizens of Japan as they portray a defensive nature of their military rather than an offensive nature. Imposed by the US after the 1945 surrender, the 1954 titles were aimed at destroying the expansionist, warlike mindset of the Japanese people established by Imperial leadership during earlier centuries.

In the last 20 years, the rise of the PRC as a major threat has created a concern that the 1947 Constitution banning Japan from maintaining a regular military establishment should be changed. The JSDF is, in fact, the military arm of the government. It has 247,000 active personnel with 56,000 in the reserve component. Because of the emerging PRC threat, defense planners will grow JSDF strength in personnel, fleet combatants, and airframes in the next 10 years.

By current estimates, JGSDF has 150,000 active members, 8,425 members of the rapid-reaction reserve (30 days training per year), and 22,400 in the main reserve element (five days training per year). There are five regional Army headquarters, nine divisions (one armored, eight infantry) and seven separate combat infantry brigades assigned regional defense missions. An eighth infantry brigade, the Amphibious Rapid Deployment Brigade (ARDB), was recently retrained as a maritime infantry brigade with the mission of performing amphibious operations. It is assumed that this unit would respond to any PRC military occupation of islands claimed by or part of the Japanese nation. (The JGSDF received its first V-22, Osprey for use by the ARDB in July 2020 to support this mission.) Another infantry brigade is based on Okinawa as a nucleus for further re-enforcement.



A Japan Air Self-Defense Force F-2A/B fighter pilot salutes during a review ceremony at the Hyakuri Air Base in Omitama, Ibaraki prefecture, in October 2014.

The divisions and brigades are independent combat arms organizations (US model) with organic combat support and logistical units. Each division has between 6-9,000 personnel. Each brigade has about 3-4,000 assigned. There are nine combat support brigades: one artillery, one helicopter, two anti-aircraft, and five engineer. Japan maintains a modern defense production system and produces world class weapons systems. Other systems are purchased from the US and other friendly top tier nations.

The JASDF has an estimated 50,000 force personnel and operates 740 aircraft, including 330 modern fighter aircraft. In a conflict, the JASDF would maintain air superiority over the Sea of Japan, East China Sea, the Ryukyu Islands and Kuril Islands. In Fiscal Year 2018, the JASDF indicated that it had scrambled 999 sorties against Chinese and Russian unidentified aircraft. The JASDF major units are the Air Defense Command, the Air Support Command, the Air Training Command, the Air Development Command, and the Air Material Command.

The Air Defense Command has four regional headquarters that control JASDF and JGSDF surface to air missile units within their regions. This includes the Southwestern Composite Air Division on Okinawa. There are seven to eight tactical air wings, and a number of aircraft control and warning, command support, air defense, early warning, electronic warfare and air rescue groups, squadrons, and flights. Aircraft platforms are either produced in-country or purchased from the



US and other nations. In 2020, Japan indicated they would purchase 105 F-35 fighters, including 42 for use newly authorized JMSDF aircraft carriers/amphibious assault ship use. In 2020, the JASDF activated its first Space Operations Squadron.

The JMSDF Chief of Staff/Maritime Staff Office provides command and control for the Self Defense Fleet, Air Training Command, and the Maritime Material Command. The Self Defense fleet has four escort flotillas (two squadrons each), a naval district with an escort squadron stationed at five locations, a replenishment-at-sea squadron, the fleet air force of seven wings and three squadrons, the fleet submarine force with two flotillas (three squadrons each), the mine warfare force, and three support commands.

The JMSDF has an estimated 51,000 personnel manning land and sea positions. Its fleet of 150 plus ships includes 19 submarines, four helicopter carriers, 26 destroyers, ten frigates, six destroyer escorts, three landing ships, 30 mine sweepers, six patrol boats, and other support ships. In 2018, the Japanese Parliament authorized the conversion of Izumo-class destroyers to be redesigned to carry F-35 fighters.



JASDF F-16 interception of a PRC aircraft

Military Operations

At the initiation of hostilities, Japan will leave sufficient forces in the north to respond to any Russian incursion into Japanese territorial waters. It will move to ensure air and sea domination of the Sea of Japan and the sea lanes between South Korea and its mainland. Its immediate thrust will be to secure its Southwestern Islands against capture by the PLAN and PLAMC. Okinawa will receive additional units to bolster its ground and air defense units to protect US and JSDF offensive operations against PRC forces.

In his July 2020 USNI article, “Shore-to-Shore Amphibious Assault,” Major General Nozomu Yoshitomi, JGSDF (Retired), outlined the challenges faced by Japan’s Self Defense Force in protecting the Ryukyus chain. Invasion attempts by PLAN/

PLAMC forces to capture one or more of those islands will be supported by Chinese mainland PLA Rocket Force (PLARF) ballistic missiles, PLAN surface and subsurface missiles, and PLAA air delivered missiles using saturation tactics. PLARF ship targeting will use data from PRC East China Sea/Northern Pacific underwater sensor systems to identify the locations of US and JMSDF combatants and responding amphibious assault ships.

General Yoshitomi also discussed the way the JSDF (and the US) will respond. The JGSDF-USMC strategy envisions the use of distributed, highly mobile small ship-borne units that come together to “swarm” the enemy. These units would be launched from small, fast amphibious ships or from friendly,

occupied islands to move quickly to their targets, seize or destroy enemy forces, set-up batteries, deliver fire against enemy shipping or other islands, move locations to avoid counter fire, and re-embark for the next mission. Near-term operations would involve joint USMC and JGSDF units. Based on threat analysis, the current Amphibious Rapid

Deployment Brigade established in 2018 will be expanded to a larger unit able to accomplish the full Ryukyu Island chain mission without USMC assistance.

Concurrently, the US Navy and the JMSDF will conduct joint force projection operations to defeat PLAN operations in the East China Sea. The focus will be to establish sea dominance, to interdict PLAN north fleet operations against US sea lines of communication, and to defeat PLAN invasion operations against Taiwan and South Korea. Joint planning and execution will also include the Republic of South Korea Navy and Air Force to ensure a coordinated air-sea battle off the southern part of its nation and against any PRC invasion site or actions in the Sea of Japan. It is not envisioned that JGSDF units will deploy to Korea because of past historical events. ★

DISCLAIMER: Opinions or points of view expressed are those of the author and do not necessarily reflect the official position or policies of the Military Order of the World Wars.

CHAPTERS LEAD THE WAY

CAPT B. FRANK KEPLEY, USN (RET)
SUN CITY CENTER CHAPTER, FL

Recently the Sun City Center Chapter (FL) held its first Zoom chapter meeting and all participating found Zoom to be an effective way to hold chapter (and other) meetings. As other chapters that have used Zoom know, the icing on the cake is it takes just minutes to set it up, it takes no special equipment, and it is very user friendly.

Capt Vernon A. (Vern) Elarth, USAF (Fmr), Chapter Commander, hosted the chapter meeting on 17 September 2020 with 28 Companions attending. This number is just under our average of 35 as reported in our OY 2019 Chapter Activity Report (CAR)—which is an excellent result given the changed circumstances. In addition, this was the first time in the chapter's 28-year history that a chapter meeting was not in person and instead occurred by electronic means. Most important, though, it was great to see fellow chapter Companions again, so we will continue using Zoom.

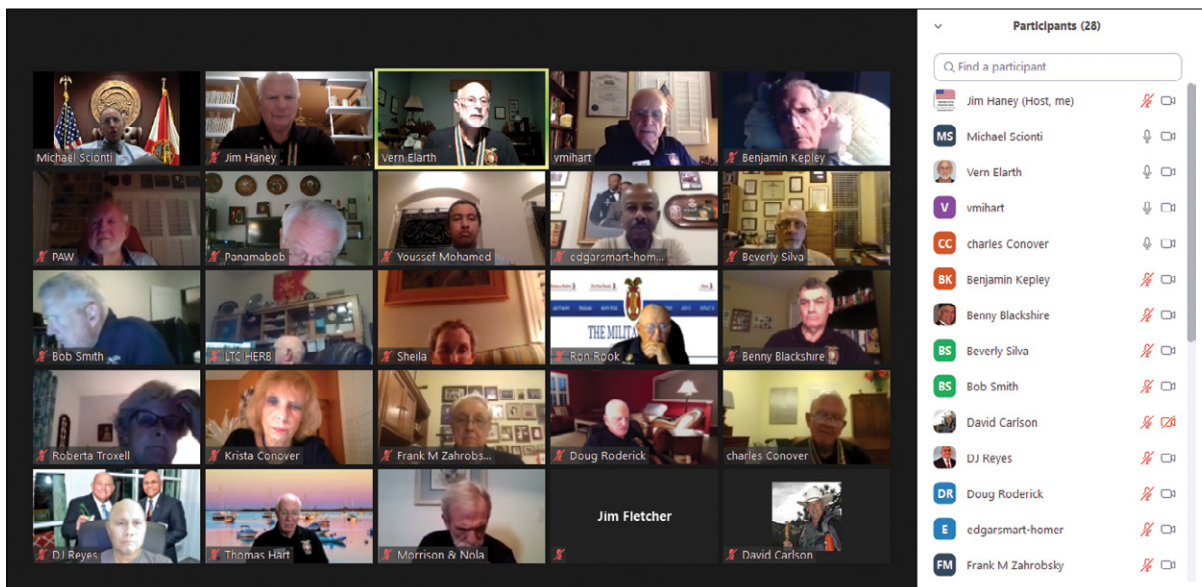
With the closure of the Bradenton and Miami Chapters, our chapter now has 216 members from Sun City Center to Miami and is the fifth largest chapter in the organization. Since the last chapter meeting in February, we inducted new members,

presented numerous awards, and held a POW/MIA Ceremony on 18 September 2020.

The guest speaker for the meeting was the Honorable Michael J. Scionti, Circuit Court Judge for the 13th Judicial Circuit in Florida. In addition to being a Companion of the chapter, he is also a LTC in the US Army Reserves, serving as the Commander of the 139th Legal Operations Detachment.

Judge Scionti provided those in attendance with an update on the Veterans Treatment Court where he is the presiding judge. The court's video teleconference (VTC) capability is used to work with veteran offenders to provide counseling, addiction treatment, and other services to assist the veterans is improving their lives and to keep them out of prison. The program has a 90% success rate. Judge Scionti's court has become a national model and a recently-signed Federal Act provides funding for these courts across the nation.

The meeting was certainly a first-time experience and after a six-month shut down it was good to meet again. More to come! ★



A live screenshot of the meeting shows a gallery of the participants online.



STAYING CONNECTED

LTC MICHAEL A. OKIN, MD, USA (RET)
SENIOR VICE COMMANDER-IN-CHIEF, MOWW

Prior to the “COVID-19 Shutdown,” the Virginia Piedmont Chapter held monthly meetings from September through May. When health and policy experts recommended a stay-at-home order due to COVID-19, it ceased in-person activities. Fortunately, the chapter held its March dinner meeting just before the closure of commercial establishments. Thus, only the April dinner meeting and the May picnic had to be canceled.

Our chapter dinner meetings usually host 50-75 people. Most enjoy this signature event as it keeps them interested and active. Because of COVID-19, risks to chapter success were clear. Federal and State government stay-at-home orders also affected chapter activities. As physicians learned more about COVID-19 and its mitigation, the chapter began thinking about how to safely re-engage Companions to minimize risk and maximize fellowship.

First, we identified obstacles to in-person meetings and brain-stormed solutions to these obstacles. Our overall objective was to ensure the health, safety, and welfare of our Companions. Like the rest of the Order, the average age of our Companions places most in the high-risk category for poorer outcomes should they acquire COVID-19.

Next, the chapter needed to assess Companion interest in in-person meetings given the known risks. If there was no interest in these types of meetings, there would be no in-person meetings. To do so, we conducted a survey via Survey Monkey that helped us assess risk and Companion willingness to attend meetings. We needed to ensure our approach could address our concerns.

Our first in-person chapter meeting occurred on Sunday, 13 September 2020, at the American Legion picnic grounds under a large, outdoor, open-air enclosure that easily accommodated 36 people who practiced social distancing and wore masks when not eating. The chapter provided masks and hand sanitizers. It also provided

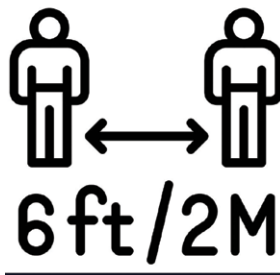
individual drinks and the BBQ caterer provided individually boxed meals. Based on our survey, our chapter commander, LCDR Joel D. Kramar, USN (Ret), held an open discussion on how best to hold in-person meetings in the future.

After arriving at a consensus and addressing concerns among the attendees, we decided to resume in-person, indoor meetings. In doing so, we acknowledged basic realities. First, we recognized many Companions continue to feel uncomfortable in an indoor setting, which reduced our dinner meeting numbers to a manageable 40 or less. Next, we had to find a venue that could safely manage this number in a COVID-19 friendly way while following CDC guidelines. We were successful.

On Sunday, 11 October 2020, the chapter hosted 38 Companions in its first indoor dinner meeting since March in the Oakwood Country Club ballroom. The venue is very accommodating and adheres to strict CDC guidelines for indoor dining. There are only 4-5 people at each 5-foot round table, which keeps those seated six feet apart. Meals were plated vs. having a buffet. We began this year’s speakers program with a presentation by Kerry Gateley, MD, Executive Director of the Central Virginia District and Director of the West Piedmont District of the Virginia Department of Health. He discussed COVID-19 in Lynchburg and the surrounding areas.

Looking ahead, Companions who feel more comfortable at home will not be forgotten. Their inclusion in future chapter meetings is in the works. In November, our chapter will use ZOOM by placing a computer at the podium so the speaker can be seen and heard by those at home.

The chapter feels that in Lynchburg it is important to maintain a physical presence to generate the enthusiasm, participation and fellowship needed and desired by our Companions. These unprecedented times require creativity and flexibility to keep the spirit of service of our Companions and the Order alive and well. We shall succeed. ★



CHAPTER OPERATING LOCATIONS

COL NORMAN E. WELLS, USAF (RET)
 COMMANDER, HILL COUNTRY CHAPTER, TX

Most MOWW chapters have Companions who live away from the area where the chapter meets and does its outreach activities. Due to the geographic distances involved, these members cannot participate in the chapter's local activities but could do so where they live if there was a mechanism to do so. This would allow them to serve others while feeling fulfilled by seeing the results of their work.



As part of the closing of the Victoria Crossroads Chapter, the Hill Country Chapter (TX) had to develop provisions to include the Companions from that closed chapter in our chapter's activities so they could still be involved as Companions in MOWW activities. The Hill Country Chapter did so by establishing an Operating Location.

CAPT Deborah A. Dombeck, USCG (Ret), the Region VIII Commander, worked with the Hill Country Chapter to reaffiliate Companions to that chapter. CAPT Dombeck, a member of the Hill Country Chapter and the USS Lexington YLC Director, had worked with the Victoria Crossroads Chapter previously and knew both sets of Companions would be a great fit.

After the EXCOM voted to close the Victoria Crossroads Chapter, MOWW's Chief of Staff sent a letter to all its members that described their options. They could select a chapter of their choice, they could select the BG Bultman Chapter (At Large) or they could reaffiliate to the Hill Country Chapter, the region commander's recommendation. Ten of 14 Victoria Crossroads Chapter Companions became members of the Hill Country Chapter.

Once the reaffiliation was complete, we now had to work out the details of how to include them in our chapter's activities. With Victoria being 180 miles from where we meet in Kerrville, we needed to establish a remote chapter operating location.

I sent an email to our new chapter members, welcoming them to our chapter. I told them about our meeting time and location and invited them to attend the Region VIII Conference we are hosting in April 2021, where our new and old members

could meet in person. I also sent them our chapter newsletter and a front-page article from a local newspaper describing our last meeting.

In addition, our chapter is adding a capability to permit all our members to participate in the in-person chapter meetings via Zoom. I had been considering this for Companions who did not want to attend chapter meetings in person because of the Coronavirus and for those who live away from our area. Now it was time to do it.

I called every new member to learn about them and determine their interest in participating in chapter activities. Several were interested in continuing with their YLC and JROTC work. One new member must drive to our area monthly, so he plans to arrange his schedule to join us in person.

I thought that the ten new members of our new Operating Location needed to have a voice in the chapter's operations so we have added a member from the Victoria area to participate in our staff meetings, which we also conduct via Zoom.

Since face-to-face contact is the best way to meet people, the Region VIII commander and I will travel to Victoria to meet our new members in person. We will talk to them about how they can participate from their remote location. In short, setting up and operating our Operating Location is still a work in process, but we are off to a good start! ★

Editor's Note: The adaptive leadership, lessons learned, and best practices outlined here can be used Order-wide, whether or not a chapter closure is involved. Commanders: see how what is discussed here can be applied in your chapter.



WE MUST CHANGE OUR APPROACH

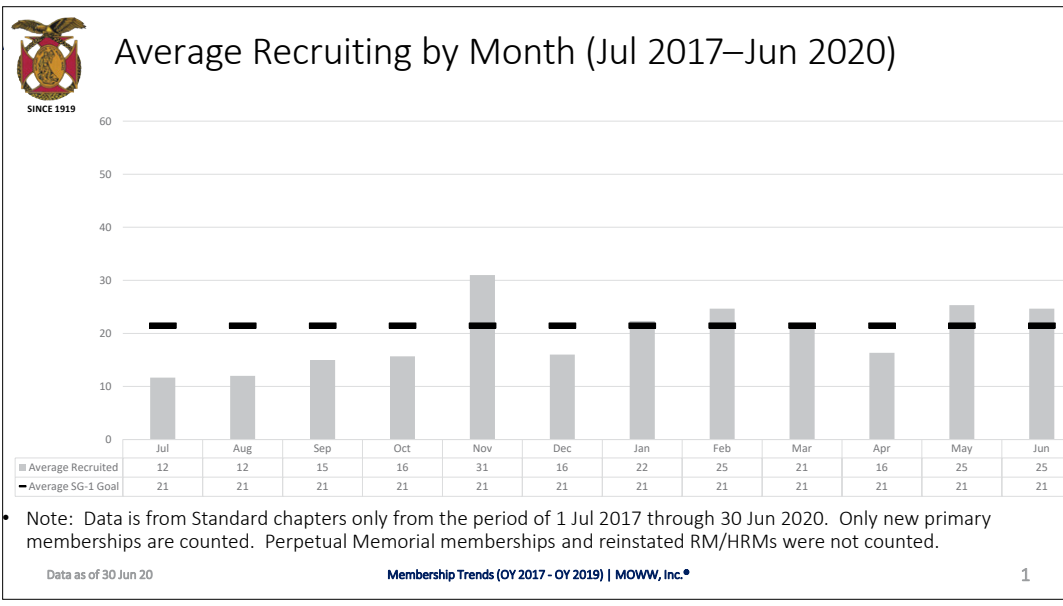
COL STEPHEN A. SHAMBACH, USA (RET)
 COMMANDER, COLORADO SPRINGS CHAPTER, CO

MOWW chapters continue to face the challenge of sustaining or increasing membership. As you can see from the OY 2019-OY 2019 data in the chart below, the Order’s “recruiting slump” extends from the fall through the spring, annually, resulting in recruiting being less than needed to sustain the Order. Our recruiting effort needs to be continuous—and that has nothing to do with the COVID-19 Pandemic.

Yes, the COVID 19 pandemic presents challenges to our “traditional” recruiting. However, our “traditional” approach is not delivering the new members it should. We must change our approach to grow our membership per our Strategic Plan.

participate in chapter activities. Social isolation is a real issue. Reaching out shows we care about each other as we strengthen our Companion team.

Before reaching out to potential members, know something about them, their needs or interests. Determine how membership and camaraderie can fit into their life. People want to know why they should join and “what is in it for me.” That is not being selfish. They just want to feel fulfilled in what they do. Each chapter should have something that appeals to anybody. At a minimum, invite the person to be your guest at the next gathering, be it physical or Zoom, to introduce them to the organization.



In addition, before contacting a prospective member, have a personable and short “elevator speech” prepared to introduce MOWW to them. Know it so you can say it naturally and conversationally. Learn about your Order, how it is organized, its outreach programs, its opportunities for service, its camaraderie, and how being a Companion can

The most effective way to recruit and keep members is to personalize more frequent contact. While COVID 19 guidelines may affect group gatherings, we can still recruit using “Hybrid Operations,” i.e., virtual and in-person operations, meetings, and communications. Hybrid operations is more than just using teleconferences or videoconferences. It also means phone calls, letters, emails, texts, social media, and yes, even meetings.

Ironically, our current situation reminds us to regularly connect all chapter members, to see how they are doing, to learn how they are coping with COVID-19, and to find ways to for them to

be personally fulfilling. Do this by using your own example and that of others. Do not forget to talk to other Companions who recruited someone. Last, other ideas and best practices are on the MOWW website (“Companions Only,” “Strategic Recruitment”).

In closing, instead of surrendering to the mindset “there is nothing I can do,” seize this opportunity to expand your chapter’s membership and bring current Companions back into the fold of involvement. Engage your entire chapter in this endeavor so recruiting and retention is a team event. Remember, “we are all in this together.” ★

WALKING TOGETHER

HPM DEBORAH ANNE FLETCHER OKIN & BRIG GEN ARTHUR B. MORRILL III, USAF (RET)
VIRGINIA PIEDMONT CHAPTER, VA | NORTHERN VIRGINIA CHAPTER, VA

We should all embrace a healthy lifestyle to help us enjoy all that life has to offer. Key to being able to do that is a simple but important thing, i.e., to regularly walk. The Arthritis Foundation lists 12 benefits of walking:

1. Improve circulation
2. Shore Up Your bones
3. Enjoy a longer life
4. Lighten Your mood
5. Lose weight
6. Strengthen muscles
7. Improve sleep
8. Support your joints
9. Improve Your breath
10. Slow down mental decline
11. Lower Alzheimer's risk
12. Do more for longer

These excellent reasons are well-researched and thoroughly documented. However, for present purposes, let us just take these as articles of faith and come at the benefits of walking together from another perspective vital to two other needs. The first is to successfully deal with the pandemic in terms of fighting against feelings of loneliness and isolation that can result from social distancing. The second is to find ways to be with others, ways that help in promote and reinforce feelings of camaraderie between Companions.

Walking together is a way for chapter members to reinforce the “we” of being a Companion, to socialize even as we are being prudent from a pandemic perspective and well-behaved from a health and safety perspective. These motivations underpin the Virginia Piedmont Chapter’s approach to these needs by reinforcing healthy practices while enjoying the camaraderie, which are vital to being a Companion of the Order.

HPM Debbie Okin conceived of this walking program for the reasons outlined above. Every other day, she and other

Companions begin the walk from the historic 1914 Oakwood Country Club within which the Virginia Piedmont Chapter holds chapter meetings, dinners, and even hosts Region IV Conferences. From there, Companions depart and while walking in a socially-distanced file, they walk down Rivermont Avenue though a historic and scenic part of town until they reach the classic revival Garland-Rodes Elementary School (built c. 1922), which later became the Virginia School of the Arts, and now is being transformed into an upscale apartment building.

The Virginia Piedmont Chapter originally conceived this walking group as a recruitment tool to bring younger families out for a backpack picnic lunch and a hike on the trail, and then the pandemic came. Walking also became the outlet needed now to keep us together and raise our spirits.

The group walks once a week on Tuesday mornings from 9:30–10:30 AM but anyone can join Debbie Okin any day of the week. Since the program was announced in the October newsletter, there are five Companions regularly participating. As colder temperatures approach, the time will shift back to 11:00–12:00 noon followed by the option of lunch together. The walking trip takes 40–60 minutes but can be extended if desired. While under COVID-19 guidelines a mask is not required if spacing is maintained as Companions walk single file. Masks are worn when walking side by side talking or if the group stops for lunch or to use a restroom.

Observing one’s community from the sidewalk is a different “bird’s eye view” than from a car. Just seeing people go about their daily routines and seeing neighborhoods, places you “in” the community and makes you feel part of that community heartbeat in a safe manner. So, rain or shine, or colder temperatures, Debbie will be

walking the “Avenue” in her rain gear or sweater. You can do this where you live, so go for a walk together. ★



MENTORING ACADEMY APPLICANTS

COL NORMAN E. WELLS, USAF (RET)
COMMANDER, HILL COUNTRY CHAPTER, TX

For the Hill Country Chapter, reaching out to youth includes our traditional ROTC, Scouting and Patriotic Education Programs, but it also includes mentoring applicants to military service academies. Recently, five students attended a chapter meeting where they learned about the academies and how to be successful in applying.

“Serving Youth, Community, and Nation” is not just a tagline for the Hill Country Chapter. It is what we do. Our chapter’s activities are focused on helping local youth and our community, which does support our nation.

A major chapter activity is to mentor students who want to attend one of the military service academies and help them through the application process. We also sponsor 13 students to attend Youth Leadership Conferences on the USS Lexington Museum.

We invited five students who plan to apply for admission to an academy and their parents to attend a recent chapter meeting where three speakers spoke on “Service Academy Application Process—How to be Successful.” Lt Juan Ramos (US Air Force Academy Admissions Advisor from San Antonio) presented via Zoom and talked about the academies and the application processes. Mrs. Anne Overby (our Congressman’s Service Academy Liaison) described the nomination process, and Mr. Shannon Deville (Director of the Schreiner Institute) talked about their new academy prep and Air Force ROTC programs.

As part of our mentoring program, we conduct practice interviews of the students to prepare them for the interviews by academy liaison officers and those conducted by members of Congress. A student called me after his interview with the academy liaison officer. He was extremely happy as he told me his interview went great—and much easier than ours. This was gratifying and informative feedback.

Of the 44 people who attended the meeting, 21 were guests. Nine guests were potential members. All of them took home membership applications. Two guests completed the membership application at the meeting. More completed applications are expected.

The lesson learned: every chapter activity is a recruiting activity.

A reporter attended from a local newspaper (best practice) and wrote an article on the meeting, which appeared on her paper’s front page. She noted there is not a lot of good news right now because of the virus, so

she is happy to write about our meeting to help the kids (lesson learned). Another local newspaper printed an article adapted from our invitation for them to attend. We also sent press releases about the meeting to local newspapers. The lesson learned: every chapter activity is newsworthy.

Coast Guard and Air Force birthdays were also celebrated, as was a POW Remembrance Ceremony conducted. A guest commented that he was moved by this and was happy to see us do it. These were “Preamble Moments.”

One benefit of our activities is the support we get from the local hotel where we meet. For example, they moved our meeting location to a large banquet room to facilitate compliance with social distance guidelines to prevent COVID-19. The hotel staff told us they liked hosting us because we are so patriotic.

Our chapter has found that former officers want to help our youth. Showing potential members what we do and how they can be part of it has helped our chapter grow from 38 members four years ago to 59 now (best practice). Having frequent articles in local newspapers also helps our recruit program. In short, programs that help youth have a side benefit—they are great recruiting tools. ★



Student guests (L-R): Jayden Abrigo, Lee McDonald, Eryn Russell and Gavin Truelock from Tivy High School, and Matthew Romero from Our Lady of the Hills College Prep.

RECRUIT MORE VETERANS

POCINC COL DAVID B. GIBSON, USAF (RET) & HPM DIANE S. GIBSON
PUGET SOUND CHAPTER, WA

We have a grandson who joined the Military Order as a proud Hereditary Perpetual Member when he was 18 years old. He later joined the Air Force and is now an Airman First Class.

Hereditary to Veteran

The first thing we did when he enlisted in the Air Force was to change his status from “Mr.” to “Airman,” which changed his status from hereditary member to veteran member of the Order. It was easily done by the chapter adjutant using the MOWW website and submitting the online, fillable MOWW Form 5, “Membership Update.” This fillable form takes a minute to do and we should use it any time we want to update any Member Roster information for any Companion.

Why is this important? The Internal Revenue Service requires the veteran population of the Order’s membership to be at least 75% of the whole to maintain its tax-exempt, non-profit status. Since excellence is our way of doing business, exceeding this requirement is our operational objective.

Veteran to Companion

Two things must become standard. First, chapters must recruit more veterans. To be clear, we love our Hereditary Companions. They add so much to our Companions Team. They are smart, patriotic, and have great perspectives that are invaluable in solving problems and in driving excellence. At the same time, chapters do need to focus on continual recruiting to achieve a healthy ratio of veterans to



hereditary members, which is easy to calculate. Since the IRS requires at least 75% of MOWW’s membership to be veterans, and given it is prudent to create a buffer, we should strive to have 80%-plus veterans as members.

The second thing we must do requires just a bit of detective work. Look closely at your hereditary Companions to find out who might have had some enlisted time serving in the military. As we know, any military member, regardless of rank, qualifies as a veteran and counts toward our US Tax Code-based objective. Each Companion sponsor who has one or more hereditary members should work with their chapter leadership (e.g., the adjutant) to understand their service history. Some hereditary members just might be veterans.

Giving Credit Where Credit is Due

It is important that every chapter does a thorough assessment to ensure its hereditary members get full credit for what they have done military service-wise. Chapter commanders would do a great service for those Companions and for the Order by taking this task seriously. What can you do now that you are aware of the IRS requirement and the need to honor all who have served in uniform? You and your chapter can work on this—and achieve an

important thing because of your teamwork. Please do your part to make it happen and encourage other chapters to do the same. ★



SATISFYING EVOLVING NEEDS

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

This column is about a restaurant team inspired and nurtured by Neal (Chef & Owner) and Star Wavra (Owner). During Marian's and my recent visit there, Neal stopped at our outside cabana table to see how we were doing. We ended up talking about thriving. Neal told us their Field & Main Restaurant team (Marshall, VA) had learned much from those they serve. We can benefit from their experience because their example shows us how growth, in its most encompassing sense, enables survival and mission fulfillment, and results in being able to increasingly satisfy the evolving needs of all those served in any situation.

Our Military Order's motto, "It is nobler to serve than to be served," has stood us well for 101 years. It remains relevant not because it caters to marketing fads but because it articulates the basic truths that we are only lifted by lifting others first, and that any greatness we might achieve only comes from first helping others to be great—whether they are youth, veterans, public servants, guests, or Companions. Only our individual efforts together make good things happen and listening to others is paramount.

Even our name for each other, "Companions," has great meaning. Our forebears carefully chose our name to remind us that we are never alone, that we are all in this together, and that our best service to others comes from best serving with others. Selflessness and kindness are our watchwords.

Neal recently said important things in his online "A Note from Neal." Significantly, he did not use the words "customers" or "clients." Instead, he talked about welcoming "guests" into their restaurant as if they were doing so into their home. That approach informs how they operate.

In Neal's note, he spoke about their restaurant's need to grow to survive, to grow to fulfill its mission, and to adapt capabilities, services, and attitudes to meet the differing and evolving needs of those

they serve, regardless the situation. He wrote:

In early July, F&M closed to afford our team a much-needed break. As a result of this time away, I realized Field & Main was ready to evolve. We had spent the previous 4 months shifting almost daily in response to the phased restrictions imposed by quarantine. It was time to stop reacting and start growing.

F&M needed to grow to survive. We needed to grow in order to fulfill our mission. We needed to build a restaurant that could naturally adapt to the needs of our guests, pandemic or otherwise. I needed to move past my own fears of survival and figure out what was needed to allow us to thrive.

I was inspired by all of you, our guests. As I listened to your own stories of thriving and surviving, I empathized with your experiences. I realized we now had the opportunity to serve three distinct groups.

Pre-COVID you were all our guests, plain and simple. Once COVID arrived, a new group formed for whom take-out was the only safe option. Others were ready to dine again, but not inside. The final group are those who are ready to dine inside assuming proper sanitation and distancing protocols are observed.

As I thought about specific guests and which group they fall into, I realized the restaurant I had operated for three and a half years was not adequately equipped to serve all three groups.

We had a choice to make. Continue to operate as we had been before COVID and potentially say goodbye to part of our community or evolve and expand in order to continue serving all of you...

In closing, leadership, which comes from all points of the compass and from all levels of our Order, must satisfy evolving needs. Let us consider and apply Neal's and Star's insights, lessons learned, and their leadership example to the benefit of those we serve and for the good of our chapters. If we do, all involved will be better for our having done so. ★



PREVENTATIVE MAINTENANCE CHECKS

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

None of us may be elderly, but with luck and planning, we can make it there and be healthy and well maintained when we arrive. That is why it is important to understand the challenges of aging while being aware of the “preventive maintenance checks” available to help you stay on a healthy path. One cannot start too soon.

Chronic conditions accumulate as we age. For example, 92 percent of seniors have one chronic issue, and 77 percent have two or more. The most common are heart disease, stroke, cancer (colorectal, prostate, and breast), and diabetes. Everyone should get a fasting blood sugar test starting, at least, at age 45. Since one out of three adults has high blood pressure, which increases the likelihood of heart attacks and strokes, regularly checking blood pressure is prudent. Likewise, regularly checking triglyceride and cholesterol levels will provide valuable information needed to help eliminate or manage these conditions.

The potential for having some cancers increases with age. For example, colorectal cancer does. Also, the likelihood of it occurring may result from a family history of this cancer. A digital exam can check out the lowest portion of the area, but you will need a colonoscopy to check for polyps (abnormal growths) in the colon to have a complete exam. Start these exams at age 45 and repeat every ten years. However, have more frequent scans if polyps are found or if you have a family history of such things. Colorectal cancer is very treatable if found early. Talk to your physician.

Other cancers can affect us as we mature. Annually check for prostate cancer via a digital rectal exam or by checking the prostate-specific antigen (PSA) in your blood. Discuss all options with your physician as diagnosis and treatment recommendations

have changed over the years. The likelihood of breast cancer also increases with age. The current recommendation is for exams and mammograms to be a choice in women between the ages of 40-45. From 45-54, the recommendation is for yearly studies. Over 55, the recommended frequency is once every 1-2 years, depending on your preferences and your physician's recommendations. Findings and family history may indicate other procedures or timing. Men can also get breast cancer. For vaginal and cervical cancers, check your provider's current Pap smear guidelines. If you have certain risk factors, your doctor may recommend more-frequent Pap smears, regardless of your age.

Consider other conditions consistent with aging or due to the environment. For example, routinely check for skin cancer. A dermatologist visit can detect suspicious lesions in places you cannot see. Also, maintain current vaccinations and immunizations for tetanus, flu, pneumonia, and shingles. Regularly check eye and vision starting at age 40 and follow-up annually. Glaucoma and cataracts are just two serious conditions to keep in mind. Remember to check the health of your teeth, gums, jaw, mouth, and throat, as well as have regular cleanings and X-rays, which are important reasons to visit your dentist yearly.

Last, check your hearing status every 1-2 years with an audiogram. In addition, bone density and strength are easily scanned. The vitamin “D” level is a good indicator of bone health. Equally important but often overlooked, check for cognitive health, AIDS/HIV (found in 12% of those over 50), and substance abuse.

In closing, regular discussions with and visits to your health providers are essential to keeping healthy while also addressing issues discovered over the long haul.

Be well. ★



2020...THE FINAL STRETCH

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

The year 2020 is drawing to a close. We have but a few days left in this year and once it is gone, we shall never pass this way again.

As we look back over the past ten months, what began in January as a good year very quickly challenged us. We were caught unawares by an invisible, deadly coronavirus—COVID-19. This virus rocked the entire world, turning it upside down. This lets us know that how we begin a year is never a guarantee that is how we will finish it.

The one constant, unchanging denominator in 2020 has been God. Hebrews 13:8 describes God as a never changing God. He is the same yesterday, today and forever. God announces in Malachi 3:6, "For I am the Lord, I change not." Therefore, in light of God's immutable—never changing nature—our hope to the end of 2020 must be Him.

Whatever happens in this final stretch of 2020 will not catch God by surprise. He has already gone ahead of us to prepare the way. In all that has transpired in the year that ended the second decade of the 21st Century, God has been there. God has been the hope for the hopeless, the help

for the helpless, the provider for those in need, the comforter for those who mourned, the light for those in darkness, and the peace in the midst of crises and chaos. God alone is our all in all.

God is with us in this final stretch for He has promised His people never to leave us or forsake us. He has promised to be with us always, even to the end of the age (Matt 28:20).

If we have been plugged in to the eternal spiritual power of God since the beginning of 2020, then we must stay connected until the end.

To remain strong and to persevere requires an indefatigable attitude of mind and heart. Our Order was not immune to the fallout of the coronavirus. Yet the same God who has watched over us and carried us for one hundred and one years is still holding us in His powerful hands. Our strength and longevity come from Him. Trust in God is for all time in all seasons of our lives and the life of our Order.

We can be certain of this; God is in control of the final stretch of 2020, and beyond. ★





Wilmington Chapter, DE

Delaware Chapter Provides Donation

BY LTC CARL R. WITTE, USA (RET)

Wilmington Chapter Treasurer, LTC Kenneth C. Jones, USA (Ret) (pictured left), points a “thumbs up” after presenting a \$1,000 check to David Deal, manager of The Well restaurant. During the COVID-19 pandemic, The Well, owned by the Trinity Church, has been donating free meals to students in need, health care workers, and the homeless—many of whom are veterans. The Wilmington Chapter holds staff meetings in a conference room at The Well.



LTG Middleton Chapter, LA

Thank You, Reverend Tandy

BY LTC REGINALD BROWN, USA (RET)

Chapter Commander LTC Reginald Brown, USA (Ret), awarded the Reverend Lt Col Benjamin F. Tandy, USAF (Ret), a MOWW Outstanding Service Medal for his service as Chaplain for both the LTG Troy H. Middleton Chapter and the Greater Baton Rouge Chapter of the Military Officers Association of America (MOAA). His citation read in part: “From February 2016 to July 2019, you have guided our spirituality and reverence for God with the proper mix of humor, intelligence, respect and dignity. You have been an outstanding member and your spiritual guidance has given us strength as we provide patriotic education and support to public servants. Your work in the community is applauded; your gifts are not hidden but freely given. Your service brings great credit to yourself, your peers, the chapters of MOWW and MOAA, and our National Headquarters.”



Photo top: Companions gathered to thank Reverend Tandy for his service. Photo Below (L-R): Reverend Lt Col Benjamin F. Tandy, USAF (Ret) and LTC Reginald Brown, USA (Ret)





MG Critz Chapter, OK

A Playground for All

BY LTC MICHAEL S. GEORGE, USA, (RET)

At its January 2020 meeting, the MG Critz Chapter presented a \$7,000 check to Children United, a local non-profit organization. Their goal is to construct an “all-inclusive playground” in the City of Lawton’s Elmer Thomas Park for kids, regardless of their ability or disability. Among the features to be included in the park will be wheelchair accessible swings and merry-go-rounds.

(L-R): Chapter Commander LTC Michael S. George, USA (Ret), Mr. Joe Chesko of Children United, Ms Jeannette Klien and Ms Juli Ann Chesko.



Dallas Chapter, TX

Campaign to Honor Deceased Veterans

BY CAPT PAUL W. BROWN, USAF (FMR)

On 3 September 2019, the Dallas Chapter officially launched a campaign to honor deceased veterans interred at the Dallas-Fort Worth National Cemetery. Companions joined other civic and fraternal organizations to fund and lay Christmas Wreaths on all gravesites at the cemetery. To accomplish the mission and obtain more public exposure, the chapter partnered with the James Billingsley Chapter of the Daughters of the American Revolution. The goal of the campaign was to fund 100 wreaths and provide the personnel to lay the wreaths on gravesites on 14 December 2019. On the first day of the campaign, the chapter sponsored 28 wreaths and recruited 17 volunteers to lay wreaths. The public was asked to support this campaign. The chapter urged volunteers to bring their children and grandchildren to participate in kneeling and laying a wreath as a patriotic act to show respect to the veteran and the United States of America.

The idea was presented to the chapter by Companion CPT Barbara C. Butcher, USA (Ret), during Christmas Season in 2018. For 2019, the chapter commander declared it an official campaign and appointed CPT Butcher as the chairperson.

Above, CPT Butcher at the registration table during a Chapter Meeting.



Clearwater Chapter, FL

Clearwater Chapter's Change of Command Ceremony

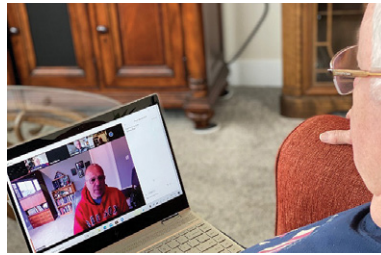
BY LTC GEORGE SMITH, USA (RET), LTC DAVE MASON, USA (RET), HPM MRS NOREEN HODGES

Due to limitations caused by the COVID-19 Virus, the Clearwater Chapter conducted its Installation of Officers and Staff for OY 2020-21 on 29 June 2020 at the Florida Veterans Memorial Plaza Crest Lake Park.

The new slate of officers was: Chapter Commander COL Pat Niemann, USA, (Ret); Senior Vice Commander COL Marilyn DiGirol, USA, (Ret); Junior Vice Commander CDR Tom Roberts, USN, (Ret); Adjutant Lt Col Richard Gouin, USAF, (Ret); Treasurer CDR Tom Roberts, USN, (Ret); Marshal 1LT Frank Nunziata, USA, (Fmr); Judge Advocate MAJ Andrew Rodnite, USA, (Fmr); Chaplain Col Nate Crawford, Jr., USAF, (Ret); YLC Coordinator LTC Steve Hodges, USA, (Ret); ROTC/JROTC Coordinator LTC Dave Mason, USA, (Ret); Historian 1LT Bud Berry, AUS (Fmr); Newsletter Editor Lt Anthony Bernardi, USAF, (Fmr), and Publicity Coordinator Ms. Charlann P. Mason, HPM. The Installing Officer was former Chapter Commander LTC George Smith, USA, (Ret).

Photo Top Right: (Front row, L-R): LTC Dave Mason, COL Marilyn DiGirol, CDR Tom Roberts, LTC Richard Gouin, LT Frank Nunziata and LTC Anthony Bernardi. (Back row, L-R): LTC Steve Hodges, COL Patrick Niemann. Photo Top Left (L-R): LTC Steve Hodges (outgoing, 2-term Chapter Commander) and COL Niemann (incoming Chapter Commander). Photos bottom row, Left (L-R): LTC Steve Hodges and COL Pat Niemann with heads bowed for the Invocation. Center: COL Pat Niemann recites the Oath of Office. Bottom Right (L-R): LTC Smith congratulates COL Pat Niemann after induction as immediate outgoing Chapter Commander LTC Steve Hodges looks on.





Puget Sound Chapter, WA

Technology Lets Companions Continue The Mission

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

In April 2020, the Puget Sound Chapter found a new way to conduct a MOWW chapter meeting during the pandemic. The chapter held the first Puget Sound virtual meeting using Zoom on 5 April. There were 28 Companions and a guest of honor present for the Pledge of Allegiance, Preamble, Pershing Minute, and the opening prayer by the Chaplain General of MOWW, LTC Cheryl D. Brady, USA (Ret). The guest of honor was Mr. Dennis Brown, Director of the Washington Department of Veterans Affairs, Homeless Veterans Facilities. The chapter donated \$1,000 to the veterans to help them get back on their feet and into the community. The relationship between the chapter and the homeless veterans is ongoing, along with an annual picnic between Companions and homeless veterans. This new format is a good way for Companions to continue their MOWW teamwork and outreach programs. We are not allowing the coronavirus to stop the Order from accomplishing our mission.

Photos, from left: Chapter Commander Lt Col Dick Muri, USAF (Ret), hosts Washington State Department of Veterans Affairs Program Manager Mr. Dennis Brown last year, in person, and this year (photo center) via video teleconference. Right: Mrs. Diana Gibson, HPM, participates in the Zoom conference. Other Companions appear in a gallery across the top.



Hampton Roads Chapter, VA

Community Service Award

BY CAPT DANIEL G. SEABOLT, USAF (RET)

On 5 February 2020, LT Tia Hatcher, USN, was presented with the MOWW Superior Community Service Award from the Hampton Roads Chapter. MOWW recognized LT Hatcher for her support of the Fifth Annual Hampton Roads High School JROTC Drill Competition held 26 October 2019. The citation was presented during the February 2020 NAVNETWARCOM's quarterly award ceremony.

Assisting in the presentation was her commanding officer, CAPT Jody Grady, USN. As the Drill Competition Operations Officer, LT Hatcher was the primary contact for Joint Base Eustis-Langley personnel, enlisting more than 50 volunteers to support the competitions. She coordinated operations with the Northampton Community Center, made sure each participant had a meal, procured extra meals as needed, assigned other tasks, and found time to meet and greet visitors. Supporting MOWW on-site, LT Hatcher made the chapter's job easier and ensured the competition was a tremendous success, all the while spreading the chapter's name and influence within the community.

(L-R): LT Tia Hatcher, USN, CAPT Jody Grady, USN



Are You Ready for the Next Emergency?



If you haven't already taken the steps to prepare yourself and your household for emergency situations, here are four basic key actions to take right now:

- **Know Your Zone**
Use an interactive map to find out if you live or work in a hurricane evacuation zone
- **Build A Kit**
Create an emergency kit that can sustain you and your family for 3-5 days
- **Make A Plan**
Have a predetermined emergency plan tailored to your family's needs
- **Stay Informed**
As a storm approaches, closely monitor media reports and promptly follow instructions from public safety officials.

For details on how to build a kit to prepare your household for hurricanes or other emergencies, visit <https://www.ready.gov>.

How Innovation and Partnership are Ending Diabetic Limb Loss at VA



Through innovative public-private partnerships, VA is reducing hospitalizations and diabetic amputations.

The Veterans Health Administration Innovation Ecosystem (VHA IE) is a leader in health care innovation, but it does not innovate alone. Using public-private partnerships, VHA IE draws in the best and brightest partners to solve challenges unique to the Veteran community. But what happens when an innovation shows value? How does VHA IE advance these promising solutions to change and save more Veteran lives?

VA's groundbreaking partnership with Podimetrics is a great example. This partnership is led by Suzanne Shirley, VHA IE Director of Partnerships & Community Engagement and clinical social worker. The partnership, named The Initiative to End Diabetic Limb Loss at VA (TIEDLLV), supplies at-risk, diabetic Veterans with mats that use thermal imaging to measure the temperature of a Veteran's foot. These mats can detect diabetic foot

ulcers (DFUs) up to five weeks before they would normally present.

Veterans stand on the mat for 20 seconds each day, and their information is recorded and uploaded to the cloud. In the cloud, Podimetrics' advanced artificial intelligence (AI) system analyzes it for signs of DFUs. The preliminary impact was positive, with reductions in hospital admissions and amputations.

A DFU can very easily lead to an amputation or even death for a diabetic veteran. The most at-risk veterans face a 5-year mortality rate of 43% after developing their first DFU. With 25 percent of veterans suffering from diabetes, DFUs are a major concern for VA. Last year, VA treated 75,000 DFUs, which accounted for more than 80% of non-traumatic amputations in VA, resulting in a cost of more than \$3.2 billion.

Catching these foot ulcers early, before they are even visible, can save limbs and lives. It is why VA has worked aggressively to spread remote temperature monitoring as a standard practice. Through the creation of a national task force, Shirley tested and scaled the devices across VA. This task force completed exhaustive quality assurance (QA) chart reviews, research investigations, and educational sessions. The team also streamlined the purchasing guidelines and redesign of preventative care models.

The program is now at over 40 VA medical centers, with mats being prescribed to Veterans who are at the highest risk for amputation.

The results for veterans are nothing short of staggering. Early QA data at participating sites has suggested that the Podimetrics system results in a near elimination of all severe ulcers, use of expensive graft product, and major amputations. In addition, hospitalizations dropped by 92%. The implications to diabetic Veteran care are dramatic.

As the program prepares to go national, VHA IE is engaging with partners to see how it can enhance and scale other impactful solutions to serve our Veterans. Through partnerships, VHA IE can combine the best of the private and public sectors to change and save Veterans lives.





REVELLE

RANK/NAME (SERVICE)
NEW MEMBER
Sponsor

*Denotes PM/HPM
**Denotes RM/HRM

DATA FROM AUGUST–SEPTEMBER 2020

BG HOLLAND CHAPTER CA

LCDR WILLIAM H. LABARGE, USN (RET)*
LCDR Nicholas S. Herbka, USN (Ret)**

CAPT DILWORTH CHAPTER TX

MAJ PHILIP G. MOWRY, USAF (FMR)*
LTC Donald E. Willhouse USA (Ret)*

CHICAGO CHAPTER IL

LT COL ROBERT T. LINCOLN, USAF (RET)**
COL Warren D. Cuptin USA (Res)*

CPT MICHAEL P. SYMMERS, USA (FMR)**
LTC Jon B. Casillas, USA (Res)*

COL WOODS-OKC CHAPTER OK

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LTC Robert W. Mathews, USA**

CW2 JEFFREY B. ROBB, OKARNG**
LTC Robert W. Mathews, USA**

COL JAMES W. WILHITE, USA (RET)**
COL Kelly L. Zachgo, USA (Ret)*

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Capt Paul W. Brown, USAF (Fmr)*

CPT MICHAEL J. DUNDON, USA (FMR)*
LTC Don B. Munson, USA (Ret)*

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Lt Col Sheldon A. Goldberg, USAF (Ret)*

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CPT William J. Maloney, USA (Fmr)*

HILL COUNTRY CHAPTER TX

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Col Norman E. Wells, USAF (Ret)*

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COL Christopher M. Smrt USA (Ret)*

LTG WRIGHT CHAPTER CA

2ND LT MIGUEL ROJAS, USAFR*
CAPT Quinn L. Hawley, USN (Ret)*

NORTHERN VIRGINIA CHAPTER VA

MG PATRICK M. HIGGINS, USA (RET)*
COL Vicente C. Ogilvie, USA (Ret)**

PUGET SOUND CHAPTER WA

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

SUN CITY CENTER CHAPTER FL

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Maj James H. Haney, USMC (Ret)*

COL DARRYL J. REYES, USA (RET)**
Maj James H. Haney, USMC (Ret)*

COL RONALD P. ROOK, USMC (RET)*
Maj James H. Haney, USMC (Ret)*





TAPS

RANK/NAME (SERVICE)

*Denotes Perpetual Member (PM)

**Denotes PM Memorial

DATA FROM AUGUST–SEPTEMBER 2020

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AUGUSTA CHAPTER GA

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BG BULTMAN CHAPTER

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LTC GRANVILLE E. HEARN, USA (RET)*
LCDR GORDON D. PICKETT, USN (RET)*

CAPT DILWORTH CHAPTER TX

LT C. W. RICHARDSON, USN (RET)*

CATALINA MOUNTAINS CHAPTER AZ

MS. FRANCES B. BURROWS*
LT JAMES I. MCARTHUR, USN (FMR)*

CENTRAL ARKANSAS CHAPTER AR

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CHICAGO CHAPTER IL

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COL ALEXANDER P. WHITE, JR., USMCR (RET)*

COL STEPHENS-APACHE TRAIL CHAPTER AZ

MS. MARGUERITE M. POMEROY*

COL WOODS-OKC CHAPTER OK

MAJ BURTON J. JOHNSON, USA (FMR)**

COL WOOLSEY CHAPTER CA

COL JOSEPH J. O'BRIEN, USMC (RET)**

COLUMBIA CHAPTER SC

CPT ISAAC L. LANGLEY, JR., USA (FMR)*

COLUMBUS CHAPTER GA

COL ROBERT S. POYDASHEFF, USA (RET)*

CONEJO VALLEY CHAPTER CA

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DENVER CHAPTER CO

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HANN-BUSWELL MEMORIAL CHAPTER

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LTC JAMES E. ZULICK, USA*

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BRIG GEN E. DAVID WOELLNER, USAF (RES)*





"IT IS NOBLER TO SERVE THAN TO BE SERVED"

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Look! Are Your Dues Due?



VETERANS DAY

NOVEMBER 11, 2020

HONORING ALL WHO SERVED

WWW.VA.GOV