

Catholic War Veterans of the United States of America

ESTABLISHED BY PATRIOTS
BLESSED BY POPE PIUS XI
CHARTERED BY AN ACT OF CONGRESS



OFFICER'S MANUAL

"FOR GOD . . .

FOR COUNTRY . . .

FOR HOME"

Table of Contents

PREFACE.	4
PRINCIPLES OF ORGANIZATION	5
Desirable Qualities	5
National Officers	5
Committees - Delegation of Authority	5
Board of Officers - Cooperation, Coordination, Integration	6
Policies, Practices and Order of Business	6
Policies:	6
Practices:	6
Time Schedule:	6
Notices:	6
Attendance Records:	6
Selecting Qualified Officers	7
Maintaining Order	7
CHAPLAIN	7
Chaplain as Advisor	7
Chaplain as Contact Man	7
COMMANDER	8
Commander as the Presiding Officer	8
Specific Suggestions for the Presiding Officer	8
Duties of the Commander	9
Commander as Executive	10
Commander as Go-Between and Contact-Man	10
Commander as a Representative	11
FIRST VICE COMMANDER	11
Catholic Action	12
Revive Familiar Catholic Habits:	12
SECOND VICE COMMANDER	14
THIRD VICE COMMANDER	16
Reports	18
ADJUTANT	18
Membership	18
Correspondence	19
Meeting - Minutes	19
The Contents of the Minutes	19
Conventions	19

Meeting Notices.....	20
Sources of Information	20
TREASURER	20
Reports:.....	21
WELFARE OFFICER	21
Study Courses	22
VA Medical Center & Non-VA Hospital Visitations	22
Special Events	22
Welfare Committee	23
Suggestions	23
Barrel Collection	23
Cross of Peace.....	23
Memorial Poppy Program.....	24
SERVICE OFFICER.....	24
Specific Job Responsibilities.....	24
HISTORIAN	25
OFFICER OF THE DAY	28
JUDGE ADVOCATE.....	29
DIRECTORS.....	30
Budgeter	30
LIAISON OFFICER.....	31
CATHOLIC WAR VETERANS PROGRAM	32
FIVE POINT PROGRAM OF UNITY.....	32
BIOGRAPHY	38
NATIONAL FOUNDER'S DAY (May 19 th)	39
CWV FEDERAL CHARTER	39
HOW TO FORM A CATHOLIC WAR VETERAN POST	39
ELIGIBILITY	39
MEMBERSHIP APPLICATIONS ARE TO BE RETAINED	40
HOW TO FORM A CATHOLIC WAR VETERAN AUXILIARY	41
ELIGIBILITY:	41
PROCEDURE FOR FORMATION	41
TEMPORARY OFFICERS	41
PERMANENT OFFICERS	41
AUXILIARY OFFICERS.....	41
CHARTERS:	42
CONDUCT OF MEETINGS:	42
RECORDS:.....	42

YEARLY DUES:.....	42
MEETINGS:	42
PROGRAM:	42
UNIFORM, JEWELRY, ETC. :.....	42
PREAMBLE.....	43
THE CELTIC CROSS.....	43

PREFACE. . . .

You learn to lead only by leading. In Catholic War Veteran units throughout the United States, there are many diversified types of activity in which members serve as leaders. This is the firing line. Leadership becomes most effective when it is motivated by an inspiring ideal and when it acts on good principles of organization and authority.

The adequate management of the affairs and activities of the organization depends on a number of common principles of organization and authority. To adhere to these principles is to assure efficient, successful administration. To acquire knowledge of good principles of organization and authority and to apply them wisely to particular conditions and situations is the obligation of all officers in their responsibility to the membership and anyone whom they represent and serve.

The purpose of this Officers' Manual is to present a number of sound principles and methods of organization and command, which it is hoped will assist officers to develop leadership.

Fundamentally, the strength of your leadership will lie:

1. In the understanding of the ideals and ideas, the purpose and procedure of Catholic War Veterans, and
2. In the cooperation with the programs of all higher echelons.

Ultimately, one can only learn to lead by leading.

This Officers' Manual is meant as a guide, use it!

PRINCIPLES OF ORGANIZATION

Desirable Qualities

The Catholic War Veterans of the United States of America is a living thing. Its plan and methods of organization are important, but persons must make the plan work and carry out the methods. To accomplish this, officers need to do three things:

1. Work hard willingly.
2. Know completely the plan to their organization and their own specific duties.
3. Instill enthusiasm into each other and the membership.

Officers, who manifest these qualities in the highest degree, will attain the most successful results. An organization with a perfect plan but whose officers do not possess these characteristics, will fail; an organization with a less perfect plan but whose leaders have these three qualities will succeed. Nothing worthwhile was ever achieved without hard work, the willingness to learn and enthusiasm.

National Officers

The National Officers constitute the centralized authority or government of the Catholic War Veterans of the United States of America. The officers are:

1. National Founder, Very Reverend Monsignor Edward J. Higgins, LL.D (Deceased)
2. Bishop Protector
3. National Chaplain
4. National Commander
5. National First Vice-Commander
6. National Second Vice-Commander
7. National Third Vice-Commander
8. Adjutant General
9. National Treasurer
10. National Judge Advocate
11. National Welfare Officer
12. National Historian
13. National Officer of the Day
14. National Directors (6)
15. Past National Commanders
16. Past National Chaplains
17. Department Commanders

Committees - Delegation of Authority

A successful organization delegates responsibility and authority through the use of committees. A committee is a small group of members who are appointed to perform special work for the organization.

Board of Officers - Cooperation, Coordination, Integration

Unless the various officers of the Catholic War Veterans of the United States of America work harmoniously together, each performing his own special work, but at the same time knowing and assisting his fellow officers, and unless there is coordination of activities of the organization and integration of results obtained, there can be no genuine progress.

The Board of Officers offers an excellent medium for developing cooperation and coordinating and integrating activities for results. Through the medium of this body, teamwork and enthusiasm are developed among other echelons. This cooperation and spirit begins and grows as the members of the board come together periodically to concentrate on solutions to common problems and to discuss plans for the improvement of the organization. Furthermore, by means of the board, the significance and relationship of the affairs of the organization to its aims and objectives are made clear and emphasized. In addition, this body is also the means of approving payment of bills and additional expenditures, of discussing matters of practice and policy, of making plans and details for the coming general meeting, and of reviewing the accomplishments and/or lack of accomplishments of the officers, and committee chairpersons.

Meetings of the Board of Officers are held once a month, a week or ten days preceding a general meeting of the organization. The Commander presides at Board Meetings and the Adjutant takes the minutes in detail. All correspondence should be read and digested so that resumes may be presented to the membership instead of reading reams of material and taking up valuable time at meetings.

Policies, Practices and Order of Business

Policies:

A successful organization has certain policies, traditions, and practices which govern it as well as a definite order of business according to which its meetings and business are conducted. The major policies are usually concerned with the discussion carried on at meetings, the financial policy of the organization, and other matters which affect the welfare of the organization.

Practices:

Practices are established routines of the organization, which facilitate its operations to insure success.

Time Schedule:

Routine business of the board and general meetings are prepared so as not to exceed a standard time schedule.

Notices:

The adjutant sends meeting notices to all members. He also requests pulpit or bulletin announcements from parishes within the vicinity of unit.

Attendance Records:

At general meetings and all religious and civic festivals conducted by the Catholic War Veterans, the adjutant should record those present.

The Order of Business at meetings can be found in the Ritual of the Catholic War Veterans. It reads as follows:

1. Opening in due form with prayer
2. Roll Call of Officers
3. Appointment of Committees
4. Report and Minutes of Officers & Directors

5. Reading of Communications
6. Reports of Committees
7. Special Orders
8. Action on Minutes of Preceding Meeting
9. Unfinished Business
10. New Business
11. Nominations
12. Election & Installation
(The Ceremony of Installation may be deferred for a special occasion.)
13. Good & Welfare
14. Closing Ceremonies with Prayer
(The order of business may be changed at anytime by vote of a majority of those present without debate.)

Selecting Qualified Officers

The pursuance of the established organizational setup, the qualification of the constitutional duties of the various officers, and the adoption of the definite procedures and practices in conformity with the rotation of the above order of business, are indispensable to the success of Catholic War Veteran units.

A successful method for securing the proper individuals to fill the various offices is the most important element in the success of a unit. To assure continuity of operation a good organization will follow the guides:

1. **INSIST** on the nomination of capable officers. Good officers assure continuity of success, while indifferent officers invariably spell failure.
2. **PROVIDE** for acquainting new officers with their duties and instructing them in the plan and policies of the organization.

Maintaining Order

All Officers should familiarize themselves with the National Constitution & Bylaws and Rules of Order of the National Department, as well as the Bylaws of the echelons under which they operate. In addition, officers should know the fundamentals of Parliamentary Law governing deliberative assemblies, to enable them to facilitate the full expression of the membership and to expedite the regular conduct of business at meetings.

CHAPLAIN

Chaplain as Advisor

The position of the Chaplain in our organization is essential and a necessary one. It shall be his prerogative to give advice in matters pertaining to faith and morals.

Chaplain as Contact Man

He should always be shown proper courtesy and respect. Before any public program of importance is to be undertaken, he should acquaint the Chancery with a complete and detailed account. This may be a burden but it is a procedure that is demanded by the Catholic spirit of respect and reverence for ecclesiastical authority. It shall

be his obligation to draw a complete picture of the worth of the organization, what it is doing, and what it can do to promote Catholic Action in the Diocese.

Chaplain as Supervisor

The Chaplain must always remember that he is holding the position of a Priest in CWV. He is not there to gain personal glory. It is not his office to seek publicity, this is a part that must be played by the Commander and, therefore, he must never feel slighted because he is not given the so-called place of honor. The greatest honor he can command is the respect that will be given him as a good Priest by the members in the organization. When the time is appropriate, he not only may, but should, express his views. He must never try to dominate the policies advocated by the members and must always work hand-in-hand with his Commander for the good of the organization.

COMMANDER

The Commander of a Catholic War Veteran Unit is its Chief Executive.

As the leading officer, the Commander performs a number of important roles. His title as Commander is derived from the fact that he is the commanding officer. In this capacity his use of common sense, tact and fairness, and a working knowledge of parliamentary law (*see Specific Suggestions for the Presiding Officer*) all contribute toward making his chairmanship of meetings effective.

However, his roles as organizer and planner, as executive of the affairs of the organization, as the go-between for his unit with the other echelons, are of far greater importance. No one has a right to accept an office, if he is unwilling or unable to do the work necessary to perform his duties properly.

Commander as the Presiding Officer

The Commander as the Presiding Officer is responsible for seeing that the business of the organization is transacted in proper order and expedited as much as possible; that order and decorum are always observed; and the rules of the assembly are always enforced with as little friction as possible.

Specific Suggestions for the Presiding Officer

1. **ARRIVES** in the meeting room ten minutes before starting time.
2. **BEGINS** the meeting on time.
3. **ADHERES** to the Catholic War Veterans Ritual.
4. **USES** his gavel with good judgment.
5. **COMMANDS** the attention of a noisy group by standing at the table and quietly saying, "The chair is waiting for the members to come to order."

6. **STANDS** when addressing an assembly, and although he may be seated while discussion is in progress, he must listen closely to the speakers.
7. **REFERS** to himself as “the chair,” since the personality in the chair should be subordinate to the office that he represents.
8. **ASSIGNS** the floor to members who desire to speak, and once he recognizes the right of a member to the floor, he must, by maintaining order, protect the right of that member of the floor.
9. **REALIZES** that one of the most important functions of the chair is to serve as the instrument for making all questions clear to the assembly. Therefore, he should explain what the effect of a motion would be, if it is not made clear to every member.
10. **RESTRICTS** discussion to such matters as bear directly upon the questions before the assembly.
11. **ANSWERS** all parliamentary inquiries and decides points of order and questions of privilege as soon as they arise.
12. **PROTECTS** the assembly from annoyance by refusing to recognize motions that are frivolous in character.
13. **SIGNS** all acts or orders necessary to carry out the will of the assembly.
14. **ACTS** as the representative of the organization to outside persons or to other organized bodies, whenever requested.
15. **AVOIDS** “hurrying a motion through” so rapidly that he confuses the assembly, thus allowing members time to think of points of discussion or of other motions.

Commander as Organizer and Planner

Conducting a successful organization is not a “one man job.” Many people are available. It is the Commander’s duty to select individuals to serve as committee chairmen and assist them in planning the work, checking the results.

To plan means more than conserving time. We know that in order to achieve results, we must plan! NO PLANNING means NO PREPARATION or PROGRESS.

A Commander cannot reach the objectives of the organization alone. It takes the concerted effort of many minds to accomplish results.

Duties of the Commander

The Commander is the Chief Executive Officer. It is his duty to:

1. **APPOINT** Chairmen of various committees, carefully choosing these people on the basis of their ability to handle the work of each particular committee.
2. **DISCUSS** details of the work of his office with last year’s Commander. This should give him ideas for improvement and allowing him to avoid mistakes.
3. **CALL** a special meeting of the board immediately after election, present each with an outline of duties, and discuss these so they understand from the very beginning their responsibilities to other officers and members.

4. **FORMULATE** general plans for the year's program in cooperation with National and set definite goals. Only through coordination with all echelons will progress be assured.
5. **ASSIST** the Treasurer in preparing a budget for the organization, having it approved by the Executive Board.
6. **INSURE** proper functioning of all elected and appointed officers. He calls all meetings of the officers, notices being issued by the Adjutant upon his instructions.
7. **CHECK** with each Committee Chairman and Officer between meetings, to see if any problems have arisen which need discussion, and see that all plans have been properly laid and are functioning.
8. **CONFER** with all Committee Chairmen so as to insure success.
9. **HOLD** meetings of the Executive Board no later than ten days before the regular meeting of the organization to approve bills for payment, receive a report from the Treasurer, and discuss matters of practice and policy, details of the coming meeting, and the accomplishments or non-accomplishments of the other officers and Committee Chairmen.
10. **RADIATE** enthusiasm and give encouragement to all officers and Committee Chairmen, in order for the best possible job to be accomplished by all.
11. **PRESIDE** at all meetings of the Executive Board. In his absence the First Vice Commander acts for him.
12. **COUNTERSIGN** Treasurer's orders for payment of money of the organization.
13. **MAKE** a schedule of dates for all meetings for the entire year furnishing a copy of schedule to all members.

Commander as Executive

The Commander is responsible to the membership for the proper governing of the affairs of the organization. This is particularly true of those activities which are entrusted to committees. The Commander, therefore, will take every measure to secure active and dependable committees and "follow through."

The problem is how to get the committee to do the task assigned to it effectively and enthusiastically. The efficient Commander will:

1. **PICK** a good chairman and a close associate for assistant.
2. **PREPARE** clear written instructions for the Committee.

Commander as Go-Between and Contact-Man

1. **INFORMS** the higher echelon of any new programs which have been planned by his unit and makes requests for reservation of dates for activities and facilities.
2. **CONVEYS** suggestions and ideas of value to higher echelons and seeks the counsel and aid of pursuing the National program from the other echelons.
3. **BRINGS** the higher echelon special problems beyond the solution of his unit and requests special help when needed.
4. **SPEAKS** for his unit in pledging the cooperation of his group in all common projects sponsored by the highest echelons.

5. **PRESENTS** a report of proceedings of other echelons to his executive board and to his general assembly.
6. **INTERPRETS** to his executive board and general assembly, the relationship and function of the unit to the higher echelon.
7. **ATTENDS** regular meetings of higher echelons.

The Commander as contact-man of the National, State, and Chapter Departments, receives special correspondence and information from them, such as bulletins and announcements of special events directly of concern to his organization. On the other hand, he transmits special information about his organization when requested by the higher echelon.

Commander as a Representative

1. **ATTENDS** all meetings of higher echelons so the channeled information may be available to his unit.
2. **REPRESENTS** his unit in community civic affairs.
3. **SPEAKS** for his unit in community affairs.
4. **GUIDES** the public relations of his unit.

The Commander, as a representative of his unit, must be ever aware that he is the representative of the Catholic War Veterans of the United States of America. He must be particularly alert when dealing with members of other faiths and civic projects. It can be truly said that when one Catholic speaks among non-Catholics, the things he says are accepted by others as the Church's viewpoint.

As a consequence, the Commander should seek the guidance of the Chaplain when representing the organization. The Commander of a Catholic War Veterans unit will often be called upon to speak at public affairs such as rallies, forums, banquets, etc. He should be prepared to make appropriate remarks which will bespeak the sentiments of his unit.

Preparation Pays!!!!

FIRST VICE COMMANDER

Assists Commander as directed; and is responsible for Americanism, community relations and Catholic Action. The Preamble of the National Constitution & Bylaws, states that one of the reasons for having organized CATHOLIC WAR VETERANS was, "that we may be bound by a **GREATER** spirit of faith and patriotism." It is your duty to organize and set in motion programs for Catholic Action and Americanism. Your Chaplain will be of great assistance to you in planning the former and you can obtain material from either National Headquarters or your local patriotic societies for the latter.

The First Vice Commander, after having read the above, comes to the realization that his is the most important office in the Catholic War Veterans relative to programs. The First Vice Commander carries on his shoulders the full responsibility of fulfilling not only National but local programs! No one man could perform this arduous task. The success of the First Vice Commander can only be assured if he will appoint two committees - - - **Catholic Action** and **Americanism**.

The First Vice Commander must remember that he can delegate authority to the chairmen of these committees but must retain responsibility for the successful distribution of the duties.

Catholic Action

Catholic Action is the participation of laity in programs of the church. Suggested programs are as follows:

- A. Spiritual Bouquet to the Holy Father
- B. Keep Christ in Christmas
- C. Rosary - Decade a Day
- D. Memorial Program
- E. Pro Life
- F. Corporate Communion Masses and Breakfasts
- G. Lenten Season

Obtain authentic information for the membership in explaining the Church's viewpoint on social, economic and political themes.

Bring to the minds of the general public the true Catholic answers to objectionable articles in the secular press. Prepare general statement for publicity. This is to be achieved in consultation with the Chaplain.

Provide Catholic literature at meetings and acquaint members with current Catholic best sellers. Publicize films and radio programs, which are of uplifting moral character.

Place individually and collectively the facilities and personnel of the unit at the disposal of Pastors to assist in any task that will further the cause of Catholic Action in America.

Enlist the services of Priests to explain the Catholic viewpoint on matters of birth control, planned parenthood, and other questions relative to marriage, euthanasia, genocide and all public topics which have a moral question involved.

Revive Familiar Catholic Habits:

1. Courtesy to Religious such as tipping your hat, friendly salutations.
2. Renewal of childhood habits of daily visits.
3. Individual reading of Catholic literature.
4. Daily or weekly use of Sacraments and attendance at religious services other than Sundays and Holy Days.

Plan at least one pilgrimage annually to a shrine of religious importance and one to a patriotic shrine. These should be located a distance from the unit and full preparations should be made to travel by bus or train and arrangements made for educational talks by an outstanding clergyman at the religious shrine and a public official at the patriotic shrine. This will prove beneficial both from the standpoint of educational and spiritual values and will tend to publicize our desire to have these shrines better known and appreciated and honor those to whom the shrines are dedicated. Unit engages in some phase of Catholic Action to which that unit is especially devoted (such as Our Lady of Fatima, etc.)

Americanism

Perhaps the greatest evil existing in America today is the complete lack of knowledge among the citizens of our Country relative to history, government and the people of the United States. It is incumbent on the Catholic War Veterans to prepare its Americanism Program to meet this need on the community level.

Every Catholic War Veteran Post must take inventory of its community, and subsequently develop an Americanism Program which will assure the civic health of the community. The Post must check to see that all eligible voters are registered. During all campaigns, each Post should look objectively into the qualifications and backgrounds of the various candidates. Concise and clear studies of platforms should be made and during elections, the Post should urge all citizens to use their right to vote which was purchased by the blood of young Americans.

The Post should keep a check on the needs of the community - - police protection must be adequate, safety regulations must be enforced, sufficient laws must be on the statute books for the protection of all citizens and the preservation of individual and civil rights. Every Catholic War Veteran in the Post must be such a living example of good citizenship that their conduct will be an impelling force for the rest of the community to emulate.

To assist all Posts in formulation of an effective Americanism Program the following points are suggested:

1. **COMMUNITY ACTIVITIES:** The Post must take definite action to insure each member will interest himself in the life, progress and security of the community. Some of the community activities worthy of consideration are:
 - a. **Volunteer Fire Companies:** In many towns and cities of America, volunteer fire companies protect the residents against the hazards of fire. All Posts, especially those in areas where the protection is voluntary, should participate in the activities of this function. Bazaars and other events which finance fire companies should be supported so that money will be on hand to secure the best equipment possible to meet any emergency.
 - b. **Community Playhouse:** In many small towns and communities the only means of recreation afforded is through the medium of the local playhouse. Every Post in these areas should participate in this important function. In the past, many subversive groups have used these innocent places of recreation as vehicles for spreading their Un-American philosophies. Close surveillance of these institutions can become a means of making good solid Americanism an instrument to be understood and cherished.
 - c. **Youth Activity:** The child of today is the citizen of tomorrow! Today's boys and girls are about to enter a world filled with challenges so great that man has never before been faced with problems of equal magnitude. In order to meet these conflicts, every child must be nurtured and cultivated in the fundamental traditions of America. From his environment and activity must spring a great love for America, so that if the time should come when exterior forces should render a challenge, the history of the past will spur him on to fight, perhaps even die, for the permanency of our free institutions. Therefore, every Catholic War Veteran Post in America must make child welfare an important part of its program. (The Third Vice Commander Program will deal with youth activity in detail.) Let it suffice to state here, that in the prevention of crime and the inculcating of patriotism, each Post must assist the children of the community and expend its energies in planting the seeds of patriotism in the minds and hearts of young America.
 - d. **Movies and TV:** These mediums of expression have in their power the creative force for good and evil. Every Post must keep abreast of movies being shown in your locality; you must be certain that these movies are conducive to the moral health and welfare of the people. The advice of your Chaplain may be the governing force of your actions. If a movie or TV program is immoral, it is essential that you insist on boycotting the theaters showing such movies and be certain to acquaint the public with the evil nature of the production. Americans are fair minded and will assist you in cleaning up productions that are presented for public consumption. Never be afraid to cry out against evil yet do not fail or hesitate to praise producers when a production merits it.
1. **HOLIDAY FESTIVITIES:** In recent years it has become apparent that a growing indolence and a complete lethargy on holiday commemoration is taking root in America. Independence Day, Memorial Day, Flag

Day, Labor Day, Veterans Day and other holidays, are being accepted as days off from work or merely the part of a long weekend. The community must restore these days to their proper place; the Post must take active steps to regenerate the spirit of yester-years and make these days the festivals they should be. These days are milestones in the history of our Nation; they are periods of reawakening to the high cost of our freedom; they are days that instill in the hearts of citizens of tomorrow the ideals of our Country. These days should be planned so that the entire community will participate in making the holidays real and memorable.

SECOND VICE COMMANDER

The Second Vice Commander holds an important office in the Catholic War Veterans of the United States of America. He assists the Commander as directed; and is responsible for membership and development programs. It must be remembered that membership is the life-blood of the organization. At least 38 of the Armed Forces of the United States were Catholics. As a consequence, the Second Vice Commander is a salesman to a market of over fifteen million veterans of the United States of America. If the veteran is properly approached and the organization is explained to them in detail, they will seek membership. The salient points to be remembered by the Second Vice Commander are as follows:

WHO - This important question as to who may join the Catholic War Veterans is stated in Article 3, Section 1, of the Constitution and Bylaws of the Catholic War Veterans of the United States of America. It reads, "A person who is both an American citizen and a veteran of the Armed Forces of the United States of America as herein defined is eligible for membership in the Catholic War Veterans of the United States of America, Inc. An applicant shall be a member of the Catholic Church, as defined in Section 2; enlisted, drafted, inducted, or commissioned into any branch of the U.S. Armed forces, including its Reserve and National Guard components, and the U.S. Merchant Marines, provided that such applicant who has served in the U.S. Merchant Marines served at least 90 days between December 7, 1941 to August 15, 1945, including service in the U.S. Army Transport Service or Naval Transport Service, and who has served at least 90 days on active duty and who now has a discharge under honorable conditions or is eligible therefore. An individual who has served less than 90 days but was discharged because of a disability incurred during the line of duty is eligible. A person who is on active duty and assigned to any branch of the U.S. Armed Forces, including its Reserves or National Guard components, shall be admitted to membership".

WHY - This all important question must be answered for every prospective member. The answer must be clear, concise and definite. The reasons why all Catholic Veterans should join the Catholic War Veterans of the United States of America can best be summed up by stating the objectives. This organization is established to promote zeal and devotion for God, for Country, for Home.

- a. **For God** - to assist each Catholic War Veteran better to love, honor and serve God; to promote through aggressive organized Catholic Action an understanding of the teachings of Christ as they relate to everyday life; to accept the wisdom of the Church in all matters relative to faith and morals.
- b. **For Country** - to assist each Catholic War Veteran to become a better American citizen through a more vivid understanding of the Constitution of the United States of America and through active participation in the promotion of its ideals of life, liberty, and pursuit of happiness, to encourage the greater development of morality of government, in all other phases of American life; to combat the forces which tend to impair the efficiency and permanencies of our free institutions.

- c. **For Home** - to promote the realization that the family must be the basic element of Christian civilization; to assist in the development of a vital American youth through aid of parents and to organizations dedicated to youth movements; to assist all veterans and dependents of deceased veterans in their welfare needs.

A and C sets the Catholic War Veterans apart as a veterans organization and establishes a valid reason for our existence. No other veterans organization is dedicated to these principles. The Catholic War Veterans alone have these motivating ideals.

WHERE - The next important question is where one can join the Catholic War Veterans. Usually a Post will exist in the general vicinity of the veteran's home. If, however, such a condition does not exist, the Membership Chairman can either enter the prospective member in the National Headquarters Post, Alfred E. Smith #4, or he can scan the area for possibilities of forming a new Post. To start a new Post, fifteen members (15) are required to make application for a National Charter (See section entitled "HOW TO FORM A CATHOLIC WAR VETERANS POST.")

WHEN - A Catholic veteran may join the organization at any time. The fiscal year begins October 1st and through September 30th.

Suggestions for Second Vice Commander

Membership Drives - Every Post Second Vice Commander must join in the Chapter, State and National Department membership drives by cooperation and giving his every effort. It is recommended that the Post Second Vice Commander must demonstrate at each meeting, the importance of membership and that every member of his Post must be aware that he is a member of the Membership Committee. The Membership Chairman must make certain that each member carries membership application blanks on his person at all times, so that he can sign prospective members.

Instruction - The Post Second Vice Commander must make certain, at meetings, that all members understand the reasons for the existence of the Catholic War Veterans so that these members, when they approach or are approached by prospective members, will have the information and answers to all questions which will be asked by one interested in joining our organization.

A Proposed Plan - The Post Second Vice Commander may use the following proposed plan as a suggestion. If it is worthy of consideration, we suggest it be adopted at once.

The first day of each quarter should be designated as "Membership Day." For instance, the first day of October, January, April and July. On this day, each member of a Post is urged to sign up one member. This simply means that each member of a Post would bring in four new members a year and he would have three months in which to sign up that member and have him officially entered on the first day of each quarter. You will be amazed to find at the end of the year what the membership of that Post will be!

The Unit, when it receives new members, should make this a social event. If the Proposed Plan is acceptable, have a joint reception quarterly. Open the meeting and render the oath to the new members with appropriate ceremonies. Perhaps various units will find it feasible to join together making the reception large one followed by a dinner.

Round-up Committee - The Second Vice Commander should form a Round up Committee to visit former members who failed to renew their membership. Find and adjust their difficulties or objections so their association is continued and active. This committee could also visit prospective members who fail to respond to the call of membership from friends. Priests and Pastors can supply lists of veterans for the Round-up Committee to contact. An in and out membership does not build a strong, sound organization; and the Church and America today needs a sound strong Catholic War Veterans.

Notices and Posters - The Second Vice Commander should place notices of meetings and invitations to prospective members in church bulletins. Posters should be displayed to attract prospective members.

Other Sources of Membership - Special attention to sources for new members should be directed towards new housing projects in areas of Post territory and to re-vitalizing or combining dormant units. The competition amongst veteran organizations for the affiliation of every prospect must be recognized and the two qualities which Catholic War Veterans hold as its ideals that are different from all other veteran groups should constantly be stressed.

For God to assist each Catholic War Veteran better to love, honor and serve God; to promote through aggressive organized Catholic Action an understanding of the teachings of Christ as they relate to everyday life; to accept the wisdom of the Church in all matters relative to faith and morals.

For Home to promote the realization that the family must be the basic element of Christian civilization; to assist in the development of a vital American youth through aid to parents and to organizations dedicated to youth movements; to assist all veterans and dependents of deceased veterans in their welfare needs.

WORK TO GET NEW MEMBERS!

WORK TO GET OLD MEMBERS TO RENEW MEMBERSHIP!

PLAN SO THAT ALL CONTINUE THEIR MEMBERSHIP!

The Second Vice Commander must understand the great importance of his position in the Post. The Second Vice Commander is the one who injects the life-giving plasma into the Post. It is he who gives us the strength to insist on moral legislation, equitable treatment for all citizens and justice in our national life. No Second Vice Commander must ever fail in his job. On him rests the perpetuity of the Catholic War Veterans of the United States of America. If he is energetic and sincere, we cannot fail!

THIRD VICE COMMANDER

The Third Vice Commander assists Commander and directs youth and athletic activities.

Our obligation is to assist today's youth in coping with the uncertainties and perils of an ever changing society. We must extend a helping hand to our young people by actively assisting them wherever possible. We must seek to channel their energies into constructive pursuits and away from temptations.

The youth of today is struggling with uncertainty and doubt. The teenager is perplexed by the future and wonders just where he fits into the pattern of life.

Our goal is to keep young minds busy! A busy mind maybe that one link that will have them SAY NO to drugs and alcohol. Youngsters like to have fun! They like activities that will help them grow into more capable, confident and successful young adults. In the eyes of a youngster, it's fun, friends, sports and activities that matter most during leisure time. Making the growing years count is the real purpose of local youth clubs. Your contributions and unselfish help to local organizations could help curb crime and build confidence and at the same time obtain recognition for the Catholic War Veterans.

Within a few brief years, the youth of today will be the adults and leaders of tomorrow!

The following program may serve as a guide:

1. **YOUTH GROUPS**

- A. Sponsor and participate in organizing and conducting youth groups in Parishes and localities.
 - 1. Physical fitness program, poster and essay contests, spelling bee, scholarships, ROTC, Special Olympic Program, Youth Clubs, Little League or CYO Athletic Programs, Boy/Girl Scouts of America, Fife & Drum Corps or Bands.
- B. Contact Catholic Youth Organization (CYO) Diocesan Director or local Pastors for assistance. The participation of every member and Unit of Catholic War Veterans in Catholic youth group activities will aid in providing wholesome and healthful recreational activities for the physical and spiritual well being of our youth.

2. **YOUTH MORALS**

- A. Influence of immoral and lewd literature and motion pictures.
- B. Form a Post Committee on Youth Morals to assist and advise Pastor in active campaign against these influences.

The unwholesome influence of immoral and indecent literature and motion pictures upon the morals of our youth is a cause for increasing concern to **ALL** Catholic parents. Catholic War Veterans should aggressively oppose this evil threat to the character of our children. It is suggested that individual Units name a committee on youth morals to confer with the Pastor and Chaplain and **MAINTAIN CONSTANT VIGILANCE** against the circulation of indecent literature and motion pictures within the community.

3. **RELIGIOUS INSTRUCTION**

- A. Promotion of organization and attendance at Confraternity of Christian Doctrine (CCD) classes.
- B. Actively promote program CCD classes in your Parish. If program exists, offer cooperation for expansion and full utilization. If no program, campaign for one.

All members of the Catholic War Veterans are urged to become active in promoting religious instruction for the Youth of the Parish who attend public schools. The spiritual training of children who are not attending parochial schools should be of primary concern to every parishioner. It is suggested that the Post offer its services in the organization and promotion of religious instruction classes through the medium of the Confraternity of Christian Doctrine. The Catholic War Veterans can be of assistance in publicizing these classes and by canvassing the Parish to promote attendance by all eligible pupils.

4. **YOUTH AWARDS**

- A. Catholic War Veterans medals to be awarded to elementary or high school students for excellence in subjects selected by the Unit. Medals to be presented to the winning pupils at appropriate ceremonies by a CWV member in uniform. As a means of promoting better Catholic citizenship among our youth, medals may be awarded to elementary or high school students, who have displayed proficiency in their studies. It is recommended that Posts make the necessary arrangements for the selection of winning pupils and that the presentation of the award be made at commencement ceremonies by an Officer of the Catholic War Veterans in full uniform.

REPORTS

All echelon Third Vice Commanders are requested to complete and submit an annual report to the National Department. Refer to current year's National Third Vice Program for cut-off and/or deadline dates.

Everything that has been achieved, no matter how seemingly insignificant should be recorded. In this way the most effective methods and procedures employed by the various units may be made available to all for their information and assistance in a cause in which all Catholic War Veterans are mutually concerned.

The interest and active support of every member of the Catholic War Veterans in this program is solicited to the end that we, and our children, shall march forward together "**For God, Country and Home.**"

ADJUTANT

The Adjutant's office is the unit's most important office - - as the Adjutant goes, so goes the unit! The duties of the Adjutant include maintaining records, correspondence, supplies, and notices. He must administer the policies and mandates of the Officers, Directors, and Commander of his unit.

This manual has been prepared for the guidance of the Adjutant. It is hoped he will study it and put these instructions into action.

Membership

The following system should be used for reporting membership. Each year, one month before the beginning of the fiscal year on October 1st, the National Department will forward to the respective Posts sufficient per capita sheets and membership cards for their use.

The per capita sheets are grouped into sets of four:

1. NATIONAL DEPARTMENT – WHITE
2. POST COPY - CANARY
3. STATE DEPARTMENT COPY - PINK
4. CHAPTER COPY – GOLDENROD

The Post Adjutant and Post Treasurer should cooperate in assembling the information required to fill these forms.

The four sheets should be typed. Fill in the top of the form, putting Post Name and Number in spaces allotted for this information.

The **canary** sheet is retained as a Post Record. The **goldenrod** sheet is forwarded to the Chapter, where organized, with a check covering its per capita tax. The white and pink sheets are forwarded to the State Department with separate checks to cover State and National per capita tax. **The State Department retains the pink sheet and forwards the white sheet to the National Department with appropriate check.**

The Post Adjutant will prepare and distribute membership cards to each member so entitled. The above instructions show the necessity for the cooperation between Treasurer and the Adjutant of each Post. No per capita sheets should be submitted without the required funds.

Pursuance of channels will lead to an efficient administration of Post, Chapter, State and National business.

It is not necessary to obtain twenty (20) names before a per capita sheet is forwarded.

All supplies, such as Rituals, Constitution & Bylaws, Officers' Manual, caps, uniforms, lapel emblems, etc., may be ordered through the National Department. Lapel emblems and auto seals are constant advertisements for the Catholic War Veterans. Every member should display them where they may be seen. Your Catholic War Veterans emblem is a symbol of loyalty to God, Country and Home. Urge its widespread use!

Correspondence

Regular correspondence is handled by the Adjutant. In dealing with the National Department, we advise the necessity of going thru echelons. In ordinary unit business, the Adjutant should carry on his correspondence according to standard business procedures.

He should retain copies of all correspondence regardless of the insignificance of any matter.

Meeting - Minutes

The Adjutant of the unit acts as the secretary at each meeting. It is essential that he notify the members of the time and place of each meeting. When the meeting begins, it is necessary for him to carry a detailed history of the discussions and events that took place. Immediately after the meeting, he should transcribe his minutes and have them ready for the next meeting. The Adjutant should retain the minutes of each meeting in a folder and turn them over to the next Adjutant, who can acquaint himself with past activities of the unit. These minutes are a great help to the Historian and may be referred to from time to time to check on previous actions or decisions.

The Contents of the Minutes

1. **BEGIN** minutes with the following information:
 - a. Statement on the nature of the meeting, a regular or special meeting.
 - b. Name of the organization.
 - c. Time, date, and place of the meeting.
 - d. Name of the presiding officer.
2. **INCLUDE** a record of all things done by the organization. (The record of the details of a discussion is omitted.)
3. **OMIT** personal opinions - Examples: "Mr. John Smith gave an interesting and eloquent talk on FILTH ON OUR NEWS STANDS." A summary of his address can be incorporated, but it is not essential to do so.
4. **RECORD** all motions, even if motion is not approved. The name of the member making the motion and the seconded are included. The results of the vote are recorded.
5. **SUMMARIZE** in the minutes, reports made by committee chairmen or officers and file original reports in special record book. The fact that a chairman presented a report and the page on which this report is filed is always mentioned in the minutes.
6. **CONCLUDE** with the phrase "Respectfully submitted," followed by the name of the Adjutant.

Conventions

The Adjutant is the key man at Chapter, State, and National Conventions. The higher echelon must insure justice, recognition, and representation to his unit. If the Adjutant abided by the rules for reporting his members, it will be

easy to settle a dispute on this matter, should the subject arise. Since the original applicant for membership in the Catholic War Veterans will come directly in contact with the Adjutant, he must make certain that the applicant possesses an Honorable Discharge and that he is a member in good standing of the Catholic Church. We cannot urge the Adjutant too strongly to insure the Chaplain's acquaintance with every member of the Post so that the spiritual life of the Catholic War Veterans will be active. In checking of discharges, the Adjutant should refer to Article III, Section 1, of the National Constitution.

Meeting Notices

The Adjutant should use great care in preparing notices of Post meetings. Many members attend meetings solely for the social gathering that may be planned in conjunction with the meeting. The Adjutant should post a notice announcing the meeting and mention matters to be discussed and the names of those present at the previous meeting.

Sources of Information

Should the Adjutant find difficulties in the exercise of his duties, we advise him to seek the guidance and instruction of the Chapter and State Adjutant. We recommend for his reading the Charge that was given him when he was installed as the Adjutant of his unit. A close study of this Charge will give a general explanation of the duties of an Adjutant.

“You shall be in charge of the Administration of the policies and mandates of the Officers, Directors and Commander of this unit. Your duties shall be keeping records, correspondence, supplies, and other functions, incidental to the office. In the event of the death or resignation of the Commander of this Post, you shall be authorized to summon the Board of Officers and Directors of this Unit for the election of his successor. You shall assist your Commander to serve and keep friendly relationship not only with our comrades, but all pastors, veteran, civic and fraternal organizations with whom we may have contact.”

The ease with which the new Adjutant will understand and exercise his duties is mainly the responsibility of his predecessor. If the records which he has kept are not clear, concise, and written in a businesslike manner, the new officer will not be able to carry on his work.

TREASURER

The Treasurer is custodian and disbursing officer of all property and funds of the organization for each and every activity of each unit. He keeps financial records and account books, showing all receipts and disbursements of his unit. These records should include receipt blanks, invoices, and vouchers plus all canceled checks. At the conclusion of his tenure of office, the treasurer should turn over all financial records to his successor.

The Treasurer should work hand in hand with the Directors. His books must be ready at all times for audit and the Treasurer must take active steps to insure the interest of Directors in system and condition of the books.

The Treasurer, and only the Treasurer, pays all the bills and obligations of his unit. The following procedure should be followed in the payment of legitimate debts.

1. The Treasurer maintains a bank account in the name of the organization, in which should be deposited all receipts and from which are paid all disbursements.
2. The Treasurer is the sole recipient of all bills, carefully audits same, and if the original expenditure has been properly authorized, he satisfies the obligation.

3. No bill is paid unless first presented for approval.
4. Bills should be paid by check whenever possible.
5. A petty cash account should be set up by the Treasurer to satisfy the minor obligations that arise. Vouchers should be presented for every expenditure made out of the petty cash fund.

A unit that is insolvent can rarely generate interest. The Treasurer, therefore, must take every precaution that expenditures do not exceed income. A budget is a "must." This budget should be the consolidation of all the requirements for the unit over a given period of time. Budgets should be presented at the opening meeting of the fiscal year. The Treasurer in preparing the budget should:

1. Determine the probable income of the unit.
2. Contact the officers and committee chairmen to estimate the expense which their work will involve during the year.
3. Present estimated income and expense to the unit for approval and adoption.
4. Watch the expenditures so that they do not exceed the budgetary allotments.
5. The Treasurer should be the co-signer of all checks representing payment for any activity of the unit, whether it is a direct obligation of the unit or the obligation of a special committee appointed for a particular activity.

REPORTS:

The Treasurer should give an account at each meeting of his work so as to keep the unit informed of its financial condition. This report should cover:

1. Receipts and disbursements of the unit for the past month, as well as, the cash balance on hand.
2. At the final meeting before election, he should give an extensive report showing the total receipts and disbursements for the entire year, a profit and loss statement, and the assets and liabilities of the organization.

This report should be prepared with the assistance and inspection of the Directors.

WELFARE OFFICER

The Post Welfare Officer fills another important office in the Catholic War Veterans unit. The chief function of any veterans organization is to give service to the veteran, the widow and the orphan. Comprehending this, the Welfare Officer must be sincere with his client, unstinting with his time, indefatigable in his efforts, and confidential in all his dealings and the matters pertaining thereto. Welfare Officers must be knowledgeable of the rights and benefits available to veterans from the federal, state and county government agencies or commissions. He should have copies of handbooks and manuals detailing the various benefits. Laws governing veterans benefits are being adopted, amended and administratively changed everyday.

Familiarize yourself with regulations governing pensions, compensations, discharge reviews and appeals, claim adjudication, insurance, death and burial benefits, non-disabilities, admission to VA Medical Centers, domiciliary care, benefits for widows and children.

The Welfare Officer must be an active participant and the prime mover in planning programs and interesting his post on the following projects:

Study Courses

The post Welfare Officer in acquainting himself with the changes in legislation, the various regulations and the rights and privileges of veterans, should convey this information either through bulletins or lectures to the post membership. Many of the members will have difficulties which for some reason, they may not wish to discuss in public. The bulletin or lecture may carry the answer to the problem confronting them. Each member's problem is an important one. The success of the study course will be measured only by the results achieved. These meetings should be public. This will attract many prospects to our organization.

VA Medical Center & Non-VA Hospital Visitations

Every Catholic War Veteran post should visit hospitalized veterans at VA Medical Centers and non-VA Hospitals. Such visitations should be coordinated with the CWV representatives and deputies of the VA Volunteer Services (VAVS). We must never forget that the patients in these hospitals are those we marched and fought with. If we, as veterans, forget them who will remember them? In this phase of the Welfare Officer's activities it must be remembered that pursuance of the correct echelons and the purchase of supplies for these hospitalized veterans is carried on with benefit of tax exemption.

Appropriate functions should be planned to entertain these veterans with monthly or seasonal parties. Many posts and members volunteer their time and in some instances, their personal funds for hospitalized veterans. Don't forget - - join the Sunday wheelchair brigades that assist veterans to attend Mass!

Insurance

The unit Welfare Officer should literally make himself an expert in National Service Life Insurance. Close study of insurance regulations will be extremely beneficial not only to his dependents. A Welfare Officer should have insurance forms at all meetings so that members might have available the means to renew their insurance at any time. The importance of National Service Life Insurance cannot be over stressed and if the Welfare Officer carries out his duties each member will have coverage to satisfy the upkeep. of his dependents should any unexpected circumstances occur. The Welfare Officer should specifically acquaint himself with the regulations governing loans and existing policies.

Special Events

The unit Welfare Officer at the beginning of the fiscal year should have a definite program for the ensuing term. A specific part of this program should center around unit events in which the entire unit could participate. Some of these occasions should be:

- a. **Christmas Party:**
During the Yule Season the unit should run parties for disabled veterans or the orphaned children of deceased veterans.
- b. **Picnics:**
Hold picnics during the summer season for school children, orphans and youngsters who because of family circumstances, rarely get the opportunity to leave their usual environment.
- c. **Summer Camps:**

Under the guidance of a Welfare Officer, a group of units might get together and finance their own summer camps. This can be a marvelous effort to instruct the youth of our communities in clean living and youthful exertions. A project of this magnitude can do much to explain our positive Catholic action. In this endeavor, the Welfare Officer must have the unstinting help of the Third Vice Commander whose basic function it to assist in youth movements.

d. **Scholarship:**

The Unit Welfare Officer can use his office to insure needy children to further their education through the medium of scholarships. These scholarships might be financed either through direct contributions, pledges, or financial returns from social functions. Many widows of deceased veterans find the educational problem an extremely difficult one. An alert and energetic Service Officer can assist greatly in relieving these difficulties.

Welfare Committee

The Unit Welfare Officer should have his own committee. This committee should consist of alert and intelligent members of the unit. Members could be assigned to oversee the sale of Cross of Peace emblems and Memorial Poppies; another could be to help the needy and another assigned the responsibility of caring for the needs of widows and orphans, etc.

The Welfare Officer must be ever cautious of the importance of secrecy. Many difficult cases will cross your desk. He must remember the individual who places a case in his hands has come to him as one who will help him and will keep the entire case between them. The Welfare Officer is advised that the Department of Veterans Affairs insists on the retention of all confidential matters. This cannot be over stressed and must be understood before the Welfare Officer can properly carry out his work.

Suggestions

1. **OFFER** assistance to priests and pastors so that those who come to them for assistance may have benefit of Catholic War Veterans assistance in processing their claims at the Department of Veterans Affairs, thus relieving the church of this burden.
2. **REPORT** to the National Department on disturbing matters which need corrective legislation.
3. **OBTAIN** flag for burial of deceased veteran. Visit homes of deceased and offer assistance in Department of Veterans Affairs contacts, as well as advising of burial allowance, widow's pension, etc.

Barrel Collection

For a month previous to Christmas, Easter and other holidays, barrels could be placed in prominent places in local stores, theater lobbies, etc., with signs appealing for donations for hospitalized veterans.

Cross of Peace

This program gives Posts the opportunity to raise funds to assist in the participation of service, welfare, hospital and youth activities. The Cross of Peace campaign is conducted during the month of April. Advance planning should be set in motion early to guarantee a successful program. (Cross of Peace emblems may be ordered from National Headquarters.)

Memorial Poppy Program

The Poppy has been a symbol of the Field of Flanders with headstones identifying fallen comrades of World War I who made the supreme sacrifice. January or sooner is the time to set the wheels in motion. A well-planned program will be advantageous to a Post in carrying out welfare and youth programs. Place your order through National Headquarters.

This proposed program is merely a guide. You, better than the National Welfare Officer, know the conditions and circumstances of your own community. The Welfare Officer must remember that he is a good will emissary, that his task is one of hard work and great difficulty. How well he carries out his work will be the best criterion of how well he deserved the confidence of his post members, who elected him to office.

SERVICE OFFICER

The primary responsibility of the Service Officer is to provide adequate counseling and assistance to veterans in the preparation of claims for submission to the Department of Veterans Affairs or other government agencies. He is responsible for assisting veterans and their dependents in appeals and complaints. He receives individual questions of veterans and their dependents and attempts to resolve these questions regarding eligibility for entitlement to benefits and services available to veterans and their dependents.

A Service Officer should have some knowledge of the laws, regulations and policies governing veteran benefits, service connected disabilities, compensation, pension, appeals, claim adjudication, employment rights, insurance, correction of military records, review of discharge, rehabilitation and education.

The Department Service Officer maintains contact with the post Service Officer within the Department and assists them in the performance of their duties by rendering advice and guidance. The National Service Officer is available to furnish information and guidance to the Department Service Officer.

Specific Job Responsibilities

It is the responsibility of the Service Officer to assist veterans, their dependents, or representatives, in connection with benefits administered by the Department of Veterans Affairs, Department of Defense, or other government agencies. Service Officers perform the following duties:

1. Interviews veterans and their dependents or survivors and provides information and assistance of a technical and non-technical nature on veteran benefits, correction of military records or discharge review.
2. Corresponds with veterans or other persons who directed communications to him and retains a copy for his records.
3. Assists veterans in the preparation and development of a claim for benefits under laws pertaining to veterans administered by the Department of Veterans Affairs or by other federal or state agencies.
4. Furnishes advice and guidance on evidentiary material needed in claims presentation.
5. Explains decisions rendered by the Department of Veterans Affairs and advises veteran or claimant of right of appeal and procedures involved.
6. Maintains liaison with - - local offices of all government agencies, American Red Cross, veteran and civic organizations, and those interested in veteran programs.

7. Researches laws, regulations and policies to determine merits and development of a claim.
8. Assures that all applications for benefits are properly and completely executed on the prescribed forms; that such completed forms with supporting evidence, if any, are promptly submitted to the Department of Veterans Affairs or other government agency.
9. Maintains a record of type and nature of assistance rendered, prepares reports as may be required, and maintains liaison with the National Service Officer who is available to render advice and guidance.

General

The right to file a claim for benefits administered by the Department of Veterans Affairs or other government agency, will not be denied any veteran or survivor. In assisting any veteran or dependent in filing a claim, the Service Officer will explain in detail, basic eligibility requirements for benefits applied for. Extreme care will be exercised to avoid positive statements regarding eligibility in individual cases. Material contained in a veteran's records or related to any claim for benefits is privileged and maximum caution will be exercised in safeguarding such information and records.

HISTORIAN

History is defined as "a record of past events." A well written history is interpretive and includes explanatory comments that distinguish it from mere annals or chronicles. Consequently, the Historian must understand his position, and be aware that his records will be the only link with the past. You, as Historian, have an important role, which offers challenges and rewards to be found in no other assignment.

The office of Historian is of paramount importance in the present and future of the Catholic War Veterans of the United States of America. The newly elected Historian must be the guiding influence and balance wheel of the Board of Officers. It is the Historian who acquaints the new officers with past achievements of the unit and makes himself an active participant in each activity so it can be recorded as part of the Archives. The Historian must work closely with the Chairman of Public Relations; he must concern himself with the activities of all standing and special committees.

Your job is to present the news of your echelon to the public. All the information you disseminate should be accurate, complete, brief and timely. You already have, or will soon develop, a talent for discriminating between routine echelon, affairs and newsworthy events. Both are your concern as Historian.

The following recommendations may assist all Historians in the performance of their duties:

1. **Systematized Records:**
Each Post Historian must set up files which will assist the post in retaining clear and easily obtained reports. In retaining records the Historian's work will realize its fullest fruitions, if the files are kept under the following headings:
 - a. Social
 - b. Economic
 - c. Political
 - d. Religious
 - e. National
 - f. International
 - g. Welfare

These files, in addition, can be broken down in sub-headings, e.g.

1. Federal Government
2. State Government
3. City Government

If additional headings are needed, the Historian may supply them.

2. **Organization**

In the preparation of any event, organization is the most important factor. Nothing happens through chance. As a consequence, plans must be drawn, situations must be estimated and potential obstacles must be realized. The Historian, therefore, in the Post's every undertaking, must make certain no activity is attempted unless it has been prepared in detail and possesses a reasonable chance of success. The file on similar events will be of untold value and assistance.

3. **Publicity**

America is the foremost advertising country in the world. Advertising is nothing more than publicity. The unit Historian is usually the Chairman of Public Relations. No event, be it great or small, can be successful unless full coverage is given to it and the scope of success can always be measured by the publicity it was extended. It behooves the Historian, therefore, to be "publicity conscious."

4. **News Releases**

Make yourself known to the editors of your local papers, religious and secular.

News Releases should always be typed, double or triple spaced on one side of the paper only. Use 8 1/2 x 11" plain white paper. Never use onion skin or tissue weight paper and never send carbon copies. Photo copies are acceptable.

Type full reference data in the upper left-hand corner of the first page. This can be single spaced. List the name of the Post, Chapter or Department, your name, street and city address. Be sure to list your telephone number.

Leave ample margins, 1-1/2" on each side of the paper. Indent each paragraph at least five typewriter spaces. Always start typing your copy one-third of the way down the first page. The editor needs this space left open so he can write a head for your story.

If release must run more than one page, write MORE at bottom of each page except the last. Always end each page with complete sentence and paragraph. When release runs more than one page, type your Post, Chapter or Department at top of each succeeding page. Drop down one inch below this and continue your story.

Type a few # # # or the word "End" under the final paragraph of the release. Never staple the pages of a news release. They must be separated in the newsroom and may be torn in the process.

Tell your story briefly with emphasis on the facts. Write short sentences, short paragraphs.. .two sentences make a good paragraph in a news release. **Always give exact date in a news release.**

Five points are important to a good CWV news release.. **WHO, WHAT, WHERE, WHEN, WHY.** If possible, a sixth **HOW** should be included.

Radio and television must not be overlooked as a media of expression. Introduce yourself to the station manager, tell him of the Catholic War Veterans, the things we attempt to accomplish. Ask him to broadcast your release.

5. **Unit Publication**

Each unit should, through the efforts of the Historian, publish a monthly bulletin or newsletter. This publication should be informative and interesting.

6. **Contest**

No contest in a unit can be properly conducted by any officer unless he cooperates with the Historian. If the First Vice Commander should desire to conduct an Essay Contest on Americanism, the unit Historian should be invited to lend his assistance. The preparations and follow through can be best achieved if these two officers work together. When the contest is completed, the entire plan and conduct of the program must be made part of the historical file of the post. Perhaps the unit performs this event yearly, if so, you can be certain the Historian already has the master plan for conducting the contest.

7. **Photos**

If possible, a picture of every post officer should be in the Historian's files. This is of great importance for publicity purposes and saves much time and trouble when a release is made. In arranging any unit activity, include pictures as part of your plan and expense. A complete set of pictures will be invaluable asset and of great interest to the post.

8. **Caution**

Since much of the material which will find its way to public scrutiny passes through the hands of the Historian, it cannot be too strongly urged that in matters pertaining to faith and morals the releases should be approved by the unit chaplain before it is made public.

9. **Sources of Information**

There are many sources of information you may draw from to enhance your position. In addition to the Constitution and Bylaws, seek advice of local school authorities, contact the public libraries. Many books have been written on the duties of Historians and we recommend you read them.

This is a guide for Historians. Adherence: to its general concepts will assist each Historian in preparing a complete picture of the unit since its inception. The history of your unit is written daily. It is incumbent upon you to record these happenings accurately.

OFFICER OF THE DAY

The Officer of the Day is entrusted with the behavior and decorum of his unit. It has been said "An Army without leaders is merely a mob." The Catholic War Veterans unit without an able and informed Officer of the Day is not only a discredit to the Commander, but the overall organization. He should always perform his duties in a military manner. He must be a man who wears his uniform as though he were awaiting inspection. He must be a man who can render the proper commands and drills in a military fashion. In essence the Officer of Day should be a leader and a show piece. A snappy command will be received in a snappy fashion!

The **Ritual** book gives the Officer of the Day the tools he needs to perform his duties. Officers of the Day, on all echelons, should always have a Ritual book in their possession at all times during Catholic War Veterans functions. It covers. . . Ceremony for Opening and Closing Meetings. . . Induction of New Members. . . Installation of Officers. . . Review of Rally Maneuvers. . . Conduct at Mass. . . Funeral Services. . . and the proper wearing of CWV Uniforms and Caps.

A Revised Ninth Edition of the **RITUAL** may be ordered from National Headquarters.

1. **Ceremony for Opening & Closing Meetings**

Opening and closing ceremonies at regular scheduled meetings of all echelons must be conducted according the Ritual. Too often, it has been the custom of many Posts to dispense with these ceremonies until finally no ceremony is held and the results reflect in the falling off of attendance and lack of interest in the CWV affairs.

2. **Meetings**

The Officer of the Day is responsible for setting up the meeting room. He should see that a small table is on hand to be used as the Altar. . . and placed two feet in front of the Commander's station. The space between the Commander's station and Altar represents "**NO MAN'S LAND**" in memory of those who died in combat.

No one is to walk on the right side of the Commander's station. . .only to the left (which is the members right side). When leaving, entering or being called up to the podium, one should always give proper respect to the "**Altar**" area.

The Officer of the Day is responsible for conduct during the meeting. . . especially assuring that no beverage or food is consumed. . . and that everyone is seated during the meeting. In addition, the Officer of the Day must remember that only one person is entitled to the floor upon being recognized by the Chair.

3. **Induction & Installation Teams**

The Induction Ceremony for new members and the Installation of Officers must be carried out with decorum as detailed in the Ritual book. Induction of new members may be carried out monthly, quarterly, semi - annually annually. Installation of Post Officers must be completed prior to December 31st annually.

4. **Color Guard Detail**

Each Post, Chapter and Department should have a trained Color Guard. A detail consisting of two color bearers and two riflemen or two guards under the command of the Officer of the Day for parades, funeral services, church ceremonies and cemetery memorial programs. Members of this detail should hold

regular practice sessions under the guidance of the Officer of the Day in order to maintain dignity and solemnity in representing the CATHOLIC WAR VETERANS.

5. **Securing Rifles & Ammunition**

Posts interested in securing ceremonial rifles and ammunition should send requests to National Headquarters.

6. **Blazer & CWV Cap**

The blazer is to be worn with white shirt, black trousers, black tie, black socks and black shoes. A gold tie may be worn to social events only.

Proper articles to be worn on the CWV cap are:

- a. The right side shall contain Post name, Post number and office held, CWV echelon bars, and branch of military service insignia.
- b. The left side of the cap shall contain the CWV Celtic Cross emblem patch (2 1/2"), State and City name (City optional), five year continuous membership stars and Life Membership patch and American Flag pin (no longer than 1" in size) .

No other articles shall be worn on the CWV cap. Your CWV Ritual book will show you the proper placement of these articles.

It is the responsibility of each Officer of the Day to see that members are properly dressed. I know that each and everyone of you have a great respect for the uniform of this organization, let's wear it proudly!

The Officer of the Day must always consider himself the inspecting officer. He must urge the unit members to secure uniforms. A uniformed unit is one of the best moral factors and sales instruments existing. He must urge all members to wear the Celtic Cross at all times. The conduct of the unit, in public displays, is entirely in the hands of the Officer of the Day.

JUDGE ADVOCATE

The Judge Advocate of a Catholic War Veterans unit holds a most important office - - an office that should be filled by a lawyer.

Because of his background, the Judge Advocate should be able to advise the Commander and Board of Officers on all constitutional matters. He shall advise Membership Unit of all legal matters, including the construction and interpretation of the National Constitution and Bylaws. The National Judge Advocate shall be a member of the Bar in at least one State of the Union. He shall act as the Appeal Officer from decisions of Membership Unit.

The Judge Advocate should equip himself with a copy of Robert's Rules of Order or a similar work to assist him in rendering the proper opinions on parliamentary procedure. He is the Commander's right arm in the conduct of a meeting. He should never be without a copy of the unit Bylaws, as well as a copy of the National Constitution and Bylaws.

The Judge Advocate should be consulted when agreements on contracts are entered into between his unit and agencies outside the Catholic War Veterans. Negotiations involving contracts should never be carried on without the opinion and guidance of the Judge Advocate.

A unit will find it helpful to have the Judge Advocate consider the many complicated laws dealing with pensions, insurance and other matters. The Judge Advocate should be a member of any unit legislative committee. He should be the recipient of a copy of bills presented in Congress or the various state legislatures. These bills should be studied by him and his recommendations made to the post.

The conduct of meeting is the co-responsibility of the Commander and the Judge Advocate. If the Commander is lacking in the knowledge of meeting conduct, the Judge Advocate must assist him in learning the intricacies of parliamentary procedure. Intelligent meetings are necessary for the prosperity of the unit. If meetings are dull and conducted haphazardly, few of the members will attend. If on the other hand, they are conducted well, with previous preparation in evidence, the members will look forward to the assembly.

DIRECTORS

The Directors of all units in the Catholic War Veterans hold responsible positions. The word itself implies a confident reliance on the integrity, veracity or justice of the individual. In other words, the unit places in the Directors its faith in them to protect the property and manage the financial affairs of the unit.

The Directors, because of their affiliation with finances, constantly assist the Treasurer. The Directors and Treasurer, carry the responsibility of maintaining the solvency, and good credit standing of the unit. Too often at election, Directors are elected to satisfy geographic locations. This condition is misleading. The importance of the Directors can never be minimized. The duties of the Directors can be summarized under the two headings Budgeter and Auditor.

Budgeter

The Director, as a budgeter, will work with the Treasurer in the preparation of the annual operational expense plan. In the preparation of the budget, the determination of probable income, the estimated expense of various committees and their activities, will be of primary importance. It is incumbent on the Directors throughout their term of office to make certain that the unit abides by its accepted budget.

Auditor

The primary function of the Directors is serving the unit as its auditor. This is a difficult task. It requires an understanding of the following terms: assets, liabilities, net worth, surplus, debits, credits, trial balance and balance sheet.

In those units where a Post Home exists and where large sums of money require extensive bookkeeping, often it will be necessary to call in a public accountant. This use of a public accountant must never be construed as eliminating the responsibility of the Directors. It is required that the Directors work with the Treasurer, and the public accountant in auditing the unit books. In those higher echelon units, the Directors must always be present and conduct periodic audits. The Directors have a right to check the books at any time.

ARTICLE II - DUTIES OF OFFICERS, Section 1. (1) of the National Bylaws, states clearly that "the Directors are responsible for the supervision of the funds of this organization. They are responsible for the preparation and submission of the budget for approval by a Membership Unit. They are charged to audit the financial records of a Membership Unit and perform such other duties as may be prescribed by that Membership Unit.

In any project contemplated by the unit for the purpose of raising funds, the Directors, with the Treasurer, are potent factors in the consolidation of proposed plans. A repetition of the three principles laid down in the Treasurer's report relative to the feasibility of fund raising drives is repeated for the guidance of the Directors:

1. Is the project financially sound? Will the work and time produce a commensurate return? A fifty dollar return from three months work by thirty members is not good business.
2. Does the organization have the human resources and the material means to sponsor the project? If a bowling conference is planned are there sufficient bowlers and alleys available?
3. Is the project in harmony with the purposes of the organization? To sponsor a forum have you made certain the speakers to carry out the project are sufficiently equipped in the Catholic viewpoint to properly explain our philosophy? The Directors are also responsible for the verification of the bonding of officers, the maintenance of proper insurance and proper disbursement of welfare and other special funds.

In summary, the Directors are elected to protect the property and funds of the unit. This is an important charge and a grave responsibility. The discharge of these duties guarantees the life and prosperity of the organization.

LIAISON OFFICER

The Liaison Officer is responsible for coordination between a Membership Unit and its Auxiliary.

The Liaison Officer should be a man familiar with the programs of the unit which he serves. He should have a working knowledge of parliamentary procedure and a capacity for understanding. A smooth functioning of the unit and its auxiliary rests largely upon the ability of the Liaison Officer. He reports the programs and progress of each unit to the other, sees that business is conducted properly, advises and counsels when asked, encourages and suggests activities, and resolves, in the interest of Catholic War Veterans, all difficulties that may arise. The Liaison Officer coordinates the efforts of both parent and auxiliary units for the success of any function, public or private, religious or social, where both participate.

The relationship between the echelon and the auxiliary serving it, should be one of cooperation and teamwork. The auxiliaries conduct their own meetings, elect their own officers, propagate their own programs, as well as those of the Catholic War Veterans, and operate administratively, as individual units. They should, however, consult with the Liaison Officer, the Post Commander and his Board of Officers on programs and policy, and understand that the auxiliary is under the parent unit jurisdiction at all times.

Where posts and auxiliaries work together harmoniously, where the liaison is real, a true spirit of camaraderie exists and both are able to better accomplish the aims and ideals of the Catholic War Veterans.

CATHOLIC WAR VETERANS PROGRAM

The program of the Catholic War Veterans of the United States of America is strictly positive. The Catholic War Veterans are leaders of right, truth and justice. Our whole philosophy is based on the recognition of man's dignity and rendering to God the things that are God's. We insist on the recognition of the moral basis, underlying all political, economic and social themes.

We believe in action. **"It is better to light one candle than to curse the darkness."** No program.. .no matter how magnificent. . .can be effective unless it is acted upon. Remember this - and act!

FIVE POINT PROGRAM OF UNITY

1. AMERICANISM

"I pledge allegiance to the United States of America, and to the Republic for which it stands, one nation, under God, indivisible, with liberty and justice for all."

A. PARTICIPATION IN PATRIOTIC DAYS

January	1st	New Year's Day
	20th	Martin Luther King, Jr. (Obsvd. 3rd Mon/Jan)
	20th	St. Sebastian Day
February		President's Day (Obsvd. 3rd Mon/Feb)
March	17th	St. Patrick's Feast Day Easter
May	19th	National Founder's Day (Msgr. Edward J. Higgins) Memorial Day (Obsvd. 4th Mon/May)
June	14th	Flag Day
July	4th	Independence Day
September		Labor Day (First Monday)
October	12th	Columbus Day (Obsvd. 2nd Mon/Oct)
November		Election Day (Obsvd. first Tuesday)
	11th	Veteran's Day

Thanksgiving Day
(Obsvd. 4th Thurs/Nov)

December	7th	Pearl Harbor Day
	8th	Catholic War Veterans Day (Feast of Immaculate Conception)
	25th	Christmas Day

All units should participate in patriotic celebrations especially on National holidays. Wherever possible, uniformed color guards, marching units and bands, should be formed to fully participate and identify Catholic War Veterans.

B. CIVIC RESPONSIBILITIES

Primaries and Elections: The privilege of selecting by free ballot the individuals to represent us in government, is one of the blessings of our democratic republic. But voting qualifications vary from state to state. Familiarize yourself and your community with laws in your state. Units should urge all citizens to utilize this right of ballot, and join forces with all drives to further the understanding of the voter in matters of political significance.

Jury Duty: This is a task too many Americans leave for the other fellow. It is a most important function in our way of life. In your approach, highlight the need for intelligent jury duty, to serve the justice of our courts. Without competent jurors we lose vital force in our system of government.

Community Projects: These could well range from a traffic safety program to a teenage council, from public health to a recreational program from a library to better police protection. The field is limitless. The individual interests of your members, the individual needs of your particular community will govern your activity. In your community you are the voice of democracy, make it “sound-off” for the good of the community. A new library, health center, park, whatever the need, work for it through your Catholic War Veteran unit, for in so doing you are working for a better community and a better Catholic War Veterans.

C. EDUCATIONAL ACTIVITIES

Speakers Bureau: All units should make available to the public, members who can adequately present the American ideal. This group could also render a service presenting the Catholic War Veterans approach to discussions of the problems of the day. Within the organization higher echelon units could dispatch such speakers to units under their jurisdiction.

Debates, Forums: Here, again, is a wonderful medium to reach the public with the message of Americanism. Many community groups, including units of Catholic War Veterans, would welcome an opportunity to hear a topical debate or forum discussion, It is in the interchange of ideas that we become informed and grow.

Scholarship Awards: Many units might not be in a position to award scholarships to individuals in their communities. But, certainly, they could make some presentation of a certificate, medal or gift to school youngsters for proficiency in History, Civics, etc., or as a result of some contest sponsored by the unit.

Citizenship Classes: These could be conducted by the unit of Catholic War Veterans, wherever possible, or together with a parish or community project. Many immigrants would be grateful for an opportunity to learn about their adopted land, in an atmosphere of friendliness and cooperation. Help them. There is so much we could all learn about our government and its functions.

Patriotic Pamphlets: The distribution of such pamphlets on patriotic holidays or in conjunction with rallies, forums, etc., would materially assist any Americanism program.

Ignorance is the folly of many. Dissipate it with the help of Federal, State, Municipal and private agencies who turn out remarkable pamphlets. Biographies of great Americans, Flag etiquette, are only some of the thousands of interesting, informative pamphlets you could help distribute.

D. **NATIONAL CWV MONUMENT**

A memorial to our late beloved founder, Rev. Monsignor Edward J. Higgins, LL.D .. at Catholic War Veterans National Headquarters - 237-20 92nd Street - Bellerose, New York - telephone 703/549-3622 - FAX 703/684-5196. (See Table of Contents for National Founder, The Very Reverend Monsignor Edward J. Higgins, Biography.)

This building serves as the administrative center for both the Catholic War Veterans and its Auxiliary.

E. **FIGHT SUBVERSION**

Patriotic Publications: Under Educational Activities we mentioned the use of patriotic pamphlets. Here we make reference to the many other publications. . . . Congressional reports, diocesan newspapers, newsletters, books, magazines, and newspapers, which are of tremendous value in disseminating authoritative information.

Public Officials: Our organization does not engage in partisan politics. But we certainly can and should, irrespective of partisanship, support loyal Americans for office. Wherever possible we should urge our own membership to run for public office, where the individual qualifies for such office. We should welcome officials of integrity, who are eligible, into our ranks.

Legislation: All too often, the apathy of good, loyal Americans is responsible for the victories of our enemies. Keep alert on legislation. Especially that which helps strengthen America from within. It is the responsibility of all Americans, and especially Catholic War Veterans to propose and support solid legislation in city, state and federal jurisdictions.

Other Groups and Agencies: We can join with many other organizations, (veteran, fraternal, patriotic and educational) in coordinating, supplementing or adopting various programs. National groups carry on aggressive programs in promoting a better understanding of America. Be generous in your support of all solid Americanism programs.

Preserve Freedom: Freedom is everybody's business! This is a good reminder when we are tempted to 'let George do it.'" Remember that the preservation of the individual rights of every citizen is one of the distinguishing marks of our democratic republic. We have no room for bigotry, prejudice or intolerance of minority groups. Understanding and justice, with an emphasis upon civil rights, are ideals for which we strive. To preserve America and freedom, we must root out injustice and inequality, hatred and misunderstanding. Freedom IS everybody's business!

F. **SPIRITUAL HELP**

" MORE THINGS ARE WROUGHT BY PRAYER THAN THIS WORLD DREAMS OF. "

Prayers for Public Officials: It may seem strange to some to include this under Americanism. But what better help for America than to have its citizens ask Almighty God for guidance for their public officials? Pray as a unit and pray individually for all local, state and federal officials.

Prayers for our Country: Our Nation is under the official protection of Our Lady. Pray to her that she may help keep America Free, and strong, and safe from Godless ideologies.

Prayers for Peace: Our Lady of Fatima promised peace in the world if the world returned to God. Certainly, peace is the hope of all true Americans and the hope of America. Initiate a devotion to Our Lady of Fatima in your unit.

Work as if everything depended on you and pray as if everything depended on God.

2. CATHOLIC ACTIVITY

The Catholic War Veterans, as a lay organization, is particularly qualified to assist the Church in translating the Catholic truths and faith into a living reality for the world. For the feature which distinguishes our organization from all other veteran groups, is our link with the glorious history of the greatest institution ever founded, Our Holy Mother Church.

The goal of every man is salvation. The Catholic War Veterans can well be, for its membership, the stairway to salvation and the means of showing others the way.

3. LEADERSHIP

This organization of Catholic War Veterans was established to promote zeal and devotion for God, Country and Home.”

- a. **For God:** To promote through aggressive organized Catholic Action a greater love, honor and service to God; an understanding and application of the teachings of Christ in our every day life; recognizing the wisdom of the Church in all matters of faith and morals.
- b. **For Country:** Through a more vivid understanding of the Constitution of the United States of America and through active participation in the promotion of its ideals of life, liberty, and the pursuit of happiness, develop a more zealous citizenship; to encourage morality in government, labor, management, economic, social, fraternal, and all other phases of American life; to combat aggressively the forces which tend to impair the efficiency and permanency of our free institution.
- c. **For Home:** To promote the realization that the family is the basic unit of society; to aid in the development of enlightened patriotic American youth; to assist all veterans and widows and dependents of deceased veterans.

These objectives are encouraged without regard to race, creed or color.

Knowledge of these aims is essential, but leadership is not knowledge alone. How then are we to assume the responsibility of building leadership? What must we do to lead?

Let us first understand that there are two approaches to leadership. First, there is the “hit or miss,” “trial and error” method. But this method is costly in time and in terms of the damage it may do to Catholic War Veterans units in which it functions. The method is the sound, intelligent, psychological approach to leadership - the development of certain qualities or traits which leaders possess, for leadership can be acquired. If a person knows the basic principles that control human behavior, if he realizes that most people react in more or less general patterns under given influences, if he can apply this knowledge intelligently to individual problems, then he will possess the basic tools for leading men.

This program of leadership stresses the need for the second approach, reinforced by experience at that point when the basic qualities of leadership have been developed.

TEN QUALITIES FOR LEADERSHIP:

1. **Integrity** -- A Catholic War Veteran Officer must be a person morally sound - dedicated to his faith and motivated by his love of God and fellow men.
2. **Sincerity of Purpose** -- The honesty of intention must be a driving force in the make-up of a true officer.
3. **Initiative** -- Self-reliant enterprise bespeaks action and action introduced by an officer keeps the unit alert and alive.
4. **Ability to Reach Decisions** -- The officer who dawdles, changes his plans at every turn, and procrastinates will find his entire unit faltering. The problem must be thought out and a decision made. Opinion can be sought. The person who listens to no one is a fool. But having heard the ideas of others, the leader must make the decision.
5. **Loyalty** -- A fundamental element of discipline is loyalty. Loyalty is not a blind dedication. It is, rather, an active, willing effort to carry out the intent of the unit to the best of one's ability. A true leader is one who can carry out the zeal the instructions of his unit, maintaining a pride in its past accomplishments.
6. **Cheerfulness** -- An officer must always maintain the ability to see and emphasize the brighter side of things. A long face is never the face for a leader. The state of mind is often reflected in the gaiety of the leader and members are imitative in their reactions. A smiling unit is a happy unit and a happy unit is a productive one. A flash of humor can help when all else seems to have failed.
7. **Devotion to Duty** -- The leader must be faithful to the oath of office pledged. It may be difficult at times, to abide by the rules and laws governing the unit, and much more expedient to forego them, but the officer who does so is failing as a leader. The position of leadership imposes a serious obligation to fulfill the duties of one's office, even at the cost of personal sacrifice.
8. **Ability to Work with Others** - In a word we all appreciate, this calls for cooperation, courtesy and tact. Courtesy has been called the lubricant of human relations. Working together sometimes causes friction and the leader must develop traits which will bring about harmony.
9. **Command of Self** -- No man can command others who cannot command himself. The act performed is often less important than the manner in which something is done. It is therefore essential that an officer learn to act in a calm, controlled manner. Words should be chosen wisely and the officer's position should never be used as a weapon of abuse or reprimand. Vulgarity, offensive words or acts, are not the sign of good leadership no matter what other qualities one possesses.
10. **Knowledge of the Unit and its Members** -- It was Alexander Pope who wrote, "The proper study of mankind is man." This is a fine motto for the art of personal leadership. For the crux of leadership is the leader's knowledge of his men. Officers should know the men in their unit. By name, wherever possible. Knowledge of the strength or weakness of the unit and its members is an element of leadership one cannot overlook, for success or failure can be measured in terms of this yardstick for the leader.

The end result of good leadership is seen in the progress of the unit. It is seen, in the spirit of comradeship, the esprit de corps of the unit. Pride in the unit can become a contagion benefiting the effectiveness and efficiency of each and every member.

“The difficult we do at once.

The impossible takes a little time!”

The splendid history and growing tradition of Catholic War Veterans should be made known to all members. Many of our units are new and may have difficulty identifying themselves with a tradition unless our leadership makes them realize that they are a part of the National Catholic War Veterans picture.

4. **MEMBERSHIP**

The most laudable ideals and ideas are meaningless without the means of effectuating them. Catholic War Veterans is an organization of brilliant mind and heart with a solid program for good, but without the hands to activate a membership program, the entire pattern is worthless. The “hands” needed are members! Membership is the life blood of any group. The description “all chiefs and no Indians” indicates a condition, which if permitted to continue, can well be the epitaph of the unit it describes. The future of the Catholic War Veterans is dependent upon its membership. . . it is essential that ALL CWV members keep a steady flow of NEW MEMBERS into our organization. There are over ten million veterans of the Catholic faith that would welcome the opportunity to join the Catholic War Veterans! It is up to us to extend a cordial invitation!

Surely there can be no excuse for failure to build sound membership. An intelligent program can bring results!

5. **VETERANS AFFAIRS**

Service is, and must continue to be, one of the by-words of our organization, therefore VETERANS AFFAIRS plays a most important part in the CWV Program of Unity.

Veterans Affairs may best be described as all that is classified under our phrase “for one another.” Its function, like the tentacles of the octopus, reaches out in every direction.

The Veterans Affairs Chairman should make himself fully conversant with laws and regulations pertinent to veterans and their dependents. His scope should be broad in this regard, and he should be able to answer general questions and refer specific cases to the CWV Welfare Officer or Service Officer. His immediate and ever-present concern should be with legislation either enacted or proposed, which is beneficial or prejudicial to veterans. He should be guided by virtue of that which is rightfully ours for having served our Nation in time of strife.

* * * * *

These FIVE POINTS are the outline of our National programs. Within this framework, and in the execution of these programs, will come the strength of the individual unit.

It is entitled the **“Five Point Program of Unity”** for that is its purpose, the unification of all echelons of Catholic War Veterans in a constructive program **“for God, Country, and Home.”**

BIOGRAPHY

NATIONAL FOUNDER

THE VERY REVEREND MONSIGNOR EDWARD J. HIGGINS

The Very Reverend Monsignor Edward J. Higgins, LL.D., was born in Brooklyn, New York on July 7, 1890. Baptized in St. Stephen's Church on July 15, 1890. Attended St. Stephen's and St. Mary Star of the Sea School, graduated in June 1903 from latter school. Won an eight year scholarship to St. John's Prep and College. Graduated from St. John's College with a B.A. degree in 1910. Entered St. John's Seminary the same year, received M.A. degree in 1912 and was ordained a Priest of the Diocese of Brooklyn by the Most Rev. Charles E. McDonnell on May 19, 1914.

Following ordination, he was assigned for a short time to St. Vincent de Paul parish, Brooklyn, and then to Our Lady of Sorrows, Corona. In 1917, after serving briefly at SS. Simon and Jude and St. Mary Mother of Jesus, Brooklyn, he entered the Army and saw duty as a lieutenant-chaplain with the 152nd Depot Brigade and General Hospital No. 13. The most treasured garments in his wardrobe were his cassock, the Lieutenant's uniform he wore from 1917 to 1919 and, later, the uniform of the Catholic War Veterans.

When he returned to civilian life in 1919, he served a brief appointment at St. Mary Magdalene, Springfield. He then returned to St. Mary's, Brooklyn, until he was transferred to Queen of All Saints, Brooklyn, in January 1921. In June 1928, he went to St. Rose of Lima, Brooklyn.

Appointed Pastor of St. Peter's in May 1931 and in 1933 appointed Pastor of Immaculate Conception Church, Long Island City. As pastor of Immaculate Conception, Msgr. Higgins undertook construction of a new \$1,000,000 church building, which was dedicated May 6, 1951. He became pastor emeritus in February 1963.

Next to his love for Christ and His Church, came his love for Country and for those who dedicated their lives to our country's welfare in war and peace. In 1935, he realized that Catholics who served in our Armed Forces should continue to live their lives for the preservation of these beloved United States of America against all its enemies. In May 1935, he received permission from Archbishop Thomas E. Molloy to found the Catholic War Veterans and in June of that year, he visited Rome and received from Pope Pius XI an Apostolic Blessing for the new organization.

Thus, the Catholic War Veterans was born, one of the greatest and noblest patriotic organizations within the entire history of our Country and our Church. This alone is evidence of his greatness. This alone entitles him to the gratitude of America. This alone assures him the loving and loyal and lasting salute of the members of the Catholic War Veterans throughout our country.

Astoria Post No. 1 was the first Post of the new organization - chartered on May 8, 1935 and still active! There are 276 Posts located throughout the length and breadth of the United States augmented by the Auxiliary.

Monsignor Higgins was raised to the dignity of domestic prelate with the title The Very Reverend Monsignor by Pope Pius XII in May 1954.

On September 5, 1963, in the rectory of his parish of the Immaculate Conception, Long Island City, New York, in the fiftieth year of his priesthood, The Very Reverend Monsignor Edward J. Higgins, LL.D., answered the eternal reveille of God. He has passed from our midst. He will never pass from our memory. On earth, he spent himself, body and soul, for the welfare of the Catholic War Veterans. He looks down upon us today from the reviewing stand of eternity. Throughout the marching years that lie before us, we salute him, in loving prayer and in prayerful love, as our priestly and patriotic leader forever.

On August 2, 1967, as a tribute to our beloved Founder because of his great inspiration and leadership in forming the Catholic War Veterans, the dedication of the Msgr. Higgins Memorial Building (2 Massachusetts Avenue, N.W., Washington, DC) was held -- a milestone in CWV' history -- the opening of a national headquarters building!

In September 1986, the building at 2 Massachusetts Avenue, N.W., Washington, DC, was sold for \$1 million dollars. A new headquarters building (419 North Lee Street - Alexandria, Virginia) was purchased for \$475,000.

In June 1993, the building at 419 North Lee Street, Alexandria, Virginia was evenly exchanged for a building at 441 North Lee Street, Alexandria, Virginia.

NATIONAL FOUNDER'S DAY (May 19th)

May 19, 1935 was the day our organization was first incorporated. Accordingly, this memorial date "May 19th" will be dedicated by Mass, Communion and Prayers to the late Very Reverend Monsignor Edward J. Higgins, LL.d., who founded our organization. Thus, the spiritual benefit derived by the membership is prayerfully returned to the man whose inspiration and leadership has brought us all together.

NATIONAL CWV DAY (December 8th)

This day is observed by Catholic War Veterans in dedication to the Immaculate Conception who is Patroness of our organization. The manner for observing this day can vary from Unit to Unit, but it should be marked in the minds of members everywhere as a special day of thanks to Our Lady.

CWV FEDERAL CHARTER

On August 17, 1984, President Ronald Reagan affixed his signature to legislation granting the Catholic War Veterans of the United States of America, Incorporated, a Federal Charter, Public Law, 98-382. We are the first Catholic organization to be honored with such recognition.

* * * * *