

WMA 'Nouncements

Serving Our Members Since 1969



Vol. 46 No.1 January 2021

SPECIAL BUSINESS EDITION

As we enter into a new year, we have so much to look forward to as we move past the challenges of 2020. We have many accomplishments for which we can recognize as an Association and as women having served in the Marine Corps. Next month we commemorate 13 February as the 78th Anniversary of the establishment of the Marine Corps Women's Reserve. This date represents a key building block to our more than 100-year history of women's service in the Corps.

This Special Business Edition provides the proposed revisions to our Bylaws and Standing Rules that will affect the changes needed to allow for our new governance structure. Please note you will find the proposed revisions in *italics* and underlined to help determine the specific revisions. As a reference, the current version of both the Bylaws and Standing Rules can be found in the last edition of the *Resource Manual & and Directory (RM&D) (2016-2018)*; and on our WMA website at <https://www.womenmarines.org/WomenMarines> as well as posted in each official Chapter email address.

The major revisions, focus on the identification of the eight (8) new (elected) Governing Board members including President; Vice President; Treasurer/Director, Finance; Secretary/Director, Administration; Director, Development/Fundraising; Director, Marketing/Communications; Director, Member Services; and Director, Programs.

Other proposed revisions are to simplify these governing documents to help better conduct the business of our Association.

This "Special Business Edition" also provides the opportunity to notify the membership that we are **NOT** publishing the *Resource Manual & Directory (RM&D)* this year. The majority of information within the RM&D is undergoing major changes as we a



restructure, E.G. , revision of our Bylaws and Standing Rules, change to our governance structure to include special election of new Board members; as well as an update to our member database.

With that said, we still felt it essential to publish key resource information to satisfy the absence of this year's RM&D. As a result, you will see the following throughout this issue:

- ♦ Certificate of our Articles of Incorporation in the state of Missouri
- ♦ Bylaws and Standing Rules (Revisions)
- ♦ What to Send Where
- ♦ Organizational Chart (new Governance Structure)
- ♦ Matching Funds & Grants (MF&G) Program
- ♦ 2021 Scholarship Program Procedures
- ♦ Map of Regional Areas

Please take the time to review the proposed revisions to the Bylaws and Standing Rules to let your voices be heard. Here is your opportunity to claim ownership in our Association. Please provide your recommendations no later than 15 March via our transition email address: Listening@womenmarines.org.

Since final approval of any amendments/revisions requires a member vote, we plan to publish a ballot with final revisions based on your recommendations for member approval in the 2nd Quarter of this calendar year.

I look forward to your support as we move WMA forward.

Semper Fidelis,
Rhonda Amtower
WMA National President

Deadline for next 'Nouncements ~ 10 April 2021
Send items to the Editor ~ Address and email on Page 2

WOMEN MARINES ASSOCIATION

77 YEARS OF PROUD SERVICE TO COUNTRY AND CORPS

Interim Board of Directors

President

Rhonda LeBrescu-Amtower
160 Highland, Williamsburg, VA 23188
(757) 564-3496 president@womenmarines.org

Immediate Past President

Betty Moseley Brown
PO Box 1924, Boerne, TX 78006
(202) 461-6198 IPP@womenmarines.org

1st Vice President

Rosa Frank-Osborn
13718 Birney Point Lane, Houston, TX 77044
(910) 548-1537 1VP@womenmarines.org

2nd Vice President

Jeannine Franz
203 Fullard Dr., Sneads Ferry, NC 28460
(910) 381-3828 2VP@womenmarines.org

3rd Vice President

Pat Lewis
9672 Ashfield Dr., Colorado Springs, CO 80920
(703) 463-8042 3VP@womenmarines.org

Secretary

Mary Ellen Stone
611 Old Paint Rd., Raymore, MO 64083
(816) 916-5812 SEC@womenmarines.org

Treasurer

Peggy Reiber
13325 106th Drive SE, Snohomish, WA 98296
(760) 521-9093 Treasurer@womenmarines.org

Membership Secretary

Jennifer Homan
17295 Breckenridge Dr., Clinton Twp, MI 48038
(858) 703-7516 MSec@womenmarines.org

Appointed Officers

Chaplain

Kay Reeb
23 Prospect Ave., Staten Island, NY
10301 (605) 290-0874
Chaplain@womenmarines.org

Editor

Sondra Metzger
3805 NE 141 Circle, Edmond, OK
73013 (405) 570-2472
Editor@womenmarines.org

Public Relations Officer

Mary Ann Merritt
70274 Campground, Romeo, MI
48065 (586) 752-9421
PRO@womenmarines.org

New Addresses You Need to Know for WMA

Snail Mail

Business/Legal Address

Women Marines Association
401 Edgewater Place, Suite 600
Wakefield, MA 01880- 8501

Membership Inquiries and Payments/Donations

Women Marines Association
25 Century Blvd, Suite 505
Nashville, TN 37214

Email

WMA@womenmarines.org - For general information about WMA.

Membership@womenmarines.org - Membership questions, to include updates to member contact information.

Listening@womenmarines.org - For questions and comments regarding the new governance structure.

WMA 'NOUNCEMENTS

Official Publication of the WOMEN MARINES ASSOCIATION

WMA 'NOUNCEMENTS (USPS 371410) is published quarterly by the Women Marines Association. Periodical postage paid at Indianapolis, IN and additional mailing offices. Membership eligibility: Women who serve or have served honorably in the United States Marine Corps regular or reserve components; or in the United States Navy as "Fleet Marine Force (FMF) qualified" personnel to include corpsmen, chaplains, religious program specialists, and medical officers (these are designated as Active Members) are eligible for membership in the Women Marines Association. Dues are \$40 for two years. POSTMASTER: Send address change to: WMA 'NOUNCEMENTS, Women Marines Association, 401 Edgewater Place, Suite 600, Wakefield, MA 018808501. This material is intended for the sole and express use by the Women Marines Association (WMA) and is not to be distributed or used in any fashion not in accordance with WMA guidelines. Any use or distribution outside of WMA is strictly prohibited.



A MESSAGE FROM THE COMMANDANT OF THE MARINE CORPS

February 13th marks the 78th anniversary of the establishment of the Marine Corps Women's Reserve, but the impressive contributions of female Marines go back more than a century. Names like Opha May Johnson, Lucy Brewer, and Ruth Cheney Streeter are etched into our Corps' illustrious history and represent an important part of our heritage. The women who serve in our ranks are not only an asset to our Corps; like all Marines, each brings a unique skill set that is essential to our ability to fulfill our mission. The Marine Corps has made great strides toward full integration, but there is always more that can be done if we are to build the strongest Corps possible.

The past decade has seen barriers broken down to allow for inclusion of women at some of the most senior and operationally significant positions in the Marine Corps. Recruit training companies at Parris Island are now integrated, and San Diego is following suit. We have successfully opened up opportunities to women, but we must continue working to ensure all Marines can fully employ their talents.

Our goal is to have all Marines judged, promoted, and assigned billets solely on a system of meritocracy – a system that allows Marines to reach their potential based on what they can do, not what others think they can do. The leaders of our Corps remain committed to developing a deeper understanding of problems that still exist within our ranks and generating solutions that will drive institutional change. We are striving to reform our manpower management system by accommodating the changing interests and needs of the most talented within our force — such as re-designation of primary occupational specialty; childbirth or adoption; dual military situations; or family stability with high school children.

Above all, we are committed to creating a leadership culture that listens and works to find solutions that will keep us moving forward in our effort to provide every Marine with the opportunity to excel. I thank each of you for your dedicated service and ongoing commitment to making the United States Marine Corps the most effective and lethal force in the world. Congratulations on 78 years of exceptional service since the founding of the Marine Corps Women's Reserve.

Semper Fidelis,

David H. Berger
General, U.S. Marine Corps
Commandant of the Marine Corps



February 2021

Anniversary of the Women Reserves

As we do every February, we take the time to recognize the accomplishments of women who have served in the Corps through-out the years. The establishment of the Marine Corps Women's Reserve in February 1943 was a key building block built upon Opha May Johnson's enlistment in 1918. We have a proud history that expands for more than one hundred years that saw women's service evolve from only being eligible for clerical duty to service in every military occupational specialty open to to-day's Marines.

It is important that we look back on our hallmark achievements; however, it is just as imperative that we look to today's Marine service and the history they currently make that affects our future. Making history has no boundaries of time so although our experiences may be different in scope they are equal in importance. Can you just imagine what our Trailblazer's vision and experiences were when they served? We are standing on very broad shoulders of those women who created the environment whereby we all lift each other up.

Look at how far we have come and how far we have yet to go. The future is ours and based on the example we now set for those Marines to follow in our footsteps. Each era of Marines continue to contribute. We must all meet the challenges of our times and continue to prove that they only represent bumps in the road but not road-blocks.

We all earned the Eagle, Globe and Anchor and the right to call ourselves United States Marines. Let us be the history makers of our time and open the door to future Marines who will keep our legacy alive. You may never know the impression or influence you have on others. We must all work to set the example that current and future Marines will emulate to keep our legacy and history alive in the future.

Semper Fidelis,

Rhonda LaBresca Amtower

Rhonda Amtower
WMA National President

Proposed Revisions in the Bylaws and Standing Rules are in *italics* and underlined to indicate the specific revisions. Please provide your recommendations no later than 15 March to Listening@womenmarines.org



BY-LAWS

Published July 1960
1st Revision July 1982
Amended October 1984
Amended July 1986
Amended October 1988
Amended July 1990
Amended September 1992

Amended September 1994
Amended September 1996
Amended August 1998
Amended September 2000
Amended September 2002
Amended March 2005
Amended September 2006

Amended September 2008
Amended September 2010
Amended September 2012
Amended July 2014
Amended July 2016
Amended February 2019
2nd Revision XXX 2021

ARTICLE ONE: NAME

Section 1. The name of this organization shall be the Women Marines Association also known as WMA.

ARTICLE TWO: OFFICE

Section 1. The business office of the WMA shall be the address of its management partner.

Section 2. The registered agent of WMA at such an address within the State of Missouri may be changed by resolution of the Board of Directors, duly reported to the Missouri Secretary of State.

ARTICLE THREE: PURPOSES

Section 1. The purposes of WMA shall be:

- 1) To preserve and promote the history and traditions of women in the Marine Corps from World War I to the present;
- 2) To conduct programs for charitable and educational purposes.
- 3) To counsel, assist, and mutually promote the welfare and well-being of elderly, disabled, and needy women Marine veterans, as well as women serving in the Marine Corps;
- 4) To provide entertainment, care, and assistance to hospitalized veterans and members of the armed forces of the United States;
- 5) To promote the civic and social welfare of the community;
- 6) To sponsor or participate in activities of a patriotic nature, particularly those that perpetuate the tradition and esprit de corps of the United States Marine Corps;
- 7) To foster, encourage, and perpetuate the spirit of comradeship of women who have served or now serve the United States Marine Corps, regular or reserve components.

ARTICLE FOUR: MEMBERSHIP

Section 1. Classes: There shall be four classes of membership, active, honorary, supporting, and compassionate retention, of whom only active members shall have voting rights and be eligible to hold any office, elective or appointive.

Section 2. Qualifications: Membership qualifications are:

- 1) Active members are those women who serve or have served honorably in the United States Marine Corps regular or reserve components; or in the United States Navy as "Fleet Marine Force (FMF) qualified" personnel to include corpsmen, chaplains, religious program specialists, and medical officers.
- 2) Honorary Members are women who serve in senior positions of organizations that support women Veterans such as but not limited to Presidents past and current of the Women In Military Service for America (WIMSA).
- 3) **Compassionate Retention** allows active term and/or life members who are no longer physically or mentally able to maintain active participation in WMA to be retained on the rolls that ensures they are recognized at the appropriate Memorial Service when they pass.
- 4) **Supporters** include commercial businesses of any size whose philosophies and practices are consistent with WMA's stated purposes. These are designated Supporters and shall be admitted to membership by vote of the Board of Directors. The Board shall establish a separate dues structure and define responsibilities and privileges for Supporters.

ARTICLE FIVE: BOARD OF DIRECTORS

Section 1. Elected Board Members: Members of the Board to be elected shall be President; Vice-President; Treasurer/ Director of Finance; Secretary/Director of Administration; Director of Development & Fund-raising; Director of Marketing & Communications; Director of Member Services; Director of Programs.

Section 2. Term of Office:

(1) Elected members of the Board of Directors as listed in Section 1, shall serve for the standard two-year term of office that begins at the close of the convention where they are installed. Should an elected member not serve her full term, the Board of Directors shall appoint a successor to finish the term of office.



(2) Members serving as President and Vice-President shall be limited to two consecutive terms in the same office. They cannot serve again in those positions but can run/serve in other Board positions if they so desire and are elected.

Section 3. Duties:

- 1) Duties shall be proscribed by the WMA Standing Operating Procedures (SOP).
- 2) The Board shall manage all affairs of this WMA and determine policies to be followed; it shall issue such rules and regulations as it may deem fit and proper for members, elected Board members, and any potential appointees, of WMA. Members serving in these positions who do not perform their assigned duties as prescribed in the WMA Standing Operating Procedures may be asked to resign.

Section 4. Delegation of Authority: The Board may appoint any such position or committee, that may be required to fill specific positions as the Board deems necessary. These positions and committees shall be appointed by the President, with the approval of the Board of Directors. These specific duties shall be defined in the SOP.

Exclusion: The President shall be an ex-officio member of all committees except the Nominating Committee.

Section 5: Board Government:

- 1) The Board shall be self-governing and shall adopt such rules for its internal affairs as it may deem fit and proper; meetings shall be held before and following meetings of the general membership, and at such other times as the Board shall determine; a quorum shall consist of not less than a majority of the Board members and voting shall not be by proxy.
- 2) At the discretion of the Board, members of the Association—such as chapters and committees, but not necessarily limited to these groups—may use the United States Postal Service or electronic means to transact business. This includes, at present, email, videoconference, teleconference, fax, and secure web pages as well as other generally accepted means that are not currently existent but may appear in the future. Members who do not have computer access shall receive a notification via postal mail. Any action taken either electronically or via postal mail shall be ratified or made part of the minutes of the next Board meeting.

ARTICLE SIX: SPECIAL COUNCIL

Section 1. The President may, at her discretion, and with Board approval, appoint any such council to include but not limited to:

- 1) an Advisory Council of prominent business and military leaders to advise WMA on operational and organizational issues;
- 2) Past National Presidents;
- 3) Legal Council.

Section 2. Appointments would be for two years coinciding with other Presidential appointments. The number of members could vary based on priorities addressed by the President and Board of Directors.

ARTICLE SEVEN: CONVENTION AND PROFESSIONAL DEVELOPMENT SYMPOSIUM

Section 1. Conventions:

- 1) Convention and Professional Development Symposium also known as Convention.
- 2) The WMA shall meet in convention, every two years in the even-numbered year in the location of which shall be located within three rotating regions.
- 3) These regions shall be divided for convention site purposes only as follows:
 - ♦ Region 1. ME, NH, VT, MA, RI, CT, NY, NJ, PA, DE, MD, VA, WV, TN, NC, SC, GA, AL, FL, MI, OH, KY, and IN.
 - ♦ Region 2. MN, WI, IA, MO, KS, AR, MS, LA, OK, TX, ND, SD, and IL.
 - ♦ Region 3. AZ, NM, UT, NV, ID, WA, OR, CA, MT, WY, NE, and CO.
- 4) Convention sites shall rotate from Region 1 to Region 2, to Region 3, and then back to Region 1.
- 5) In the even-numbered years, bids may be submitted by chapters within the rotationally designated region for a convention to be held four years from the date of bidding.
- 6) If no bids are received, the Board of Directors shall work with all chapters to identify at least one will-ing and able to sponsor an upcoming convention.
- 7) Proposed convention site shall be published to the membership as part of the election ballot for selection or information if only one convention site was proposed, and no elected billets contested.

ARTICLE EIGHT: ELECTIONS FOR NATIONAL BOARD MEMBERS

Section 1. Nomination Solicitations. Beginning in the even-numbered year, nominations for the elected members of the Board shall be solicited from the members through 'Nouncements and other means.



Section 2. Nominations: Active members may submit the names of active members who have consented to serve if elected. Nominations shall close on a specified date in the even-numbered year to allow sufficient time to process the election ballot before the convention.

Section 3. Ballots: An election ballot shall be published only for the office(s) which have received more than one nominee. A copy of which shall be mailed to allow sufficient time to process the ballot at least 60 days before the start of the convention.

Section 4: Electronic Ballots: Electronic ballots can be used, if feasible.

Section 5. Tallying the Vote: A majority of the votes cast shall be sufficient to elect a candidate, except in case of multiple choices for a particular office, in which case a plurality shall suffice.

ARTICLE NINE: FINANCE

Section 1. Restrictions on Benefits:

- 1) No part of the income or property of the corporation shall inure to the benefit of any member.
- 2) Each individual shall disclose to the Women Marines Association any personal interest which she may have in any matter pending before the WMA and shall refrain from participation in any decision of such matter.

Section 2. Dues:

- 1) Dues structure and amounts, both regular and life member, for active members shall be determined by a two-thirds majority of the Board of Directors who shall take into account the limited resources of some of our members, the needs of the Association and the value members receive from their membership.
- 2) At least 6 months advance notice must be published to the members before the effective date of any change in dues.
- 3) Dues structure and/or amount shall not be changed more than once every four (4) years without membership approval.
- 4) When dues are not received before the end of the member's anniversary month, a delinquent notice shall be sent by the WMA Database Administrator. After a grace period of thirty (30) days, the member shall be dropped from the active membership rolls. A former member shall be reinstated with the anniversary month coinciding with receipt of dues.

Section 3. Life Membership

- 1) Monies paid as Life Membership Fees shall be deposited in WMA checking account. Fifty Dollars (\$50.00) of the received funds will be moved to the WMA Capital investment account for oversight by the Capital Fund Review Board. Upon the death of a Life Member, in memory of her, Fifty Dollars (\$50.00) will be moved to the WMA checking account and noted as such in an issue of 'Nouncements.
- 2) A Capital Fund Review Board, consisting of all Past National Presidents shall, with their consent, be appointed by the Board of Directors; the National President and Treasurer/Director of Finance shall be member's ex-officio.

Section 4. Scholarships:

- 1) WMA Memorial Scholarships up to five thousand dollars (\$5,000) each shall be awarded annually.
- 2) The number and the number of individual scholarships shall be determined based on the annual earnings of the Memorial Scholarship Fund.

Section 5. Other Funding:

- 1) All regular functions of any committees and/or programs supported by WMA shall be funded through the budget process.
- 2) All contributions made to WMA, under any circumstances, shall be governed by the bylaws and standing rules currently in effect as set forth by the members of WMA.
- 3) Contributions made to WMA to carry out any of its purposes are tax-deductible as granted by IRS tax laws.

Section 6. Fiscal Year: The Fiscal Year shall be 1 July through 30 June inclusive.

ARTICLE TEN: CHAPTERS

Section 1. Who May Form Chapters:

Five or more active members of WMA who reside within a defined geographic area (e.g., state) or share a common USMC special interest/experience (e.g., music, aviation, drill instructor, deployed, etc.) may apply for a chapter charter. The Board may grant an exemption to the five-member rule when the applicants are primarily aboard a military installation or in a limited access area.

Section 2. Procedure:

- 1) These members shall submit their proposed bylaws with the application to the Secretary/Director of Administration who will ensure such bylaws shall



shall conform with the bylaws of the WMA. *No charter shall be issued until bylaws have been approved by the Board of Directors.*

- 2) *New charters are ratified at the convention.*

Section 3. Chapter Amendments:

- 1) Chapters shall submit proposed amendments to their bylaws to the *Secretary/Director of Administration* who shall *ensure the* amendments *conform with the bylaws of the Association before they are voted on by the Board of Directors and become effective, except for changes in chapter dues and meeting schedules.*
- 2) Chapters shall, upon request of the Board, submit a copy of their bylaws for review; and shall make such revisions as are required to *conform* with the bylaws of the Association.

Section 4. Chapter Membership: Chapter Membership is restricted to active members of *WMA*; only Life Members of *the WMA* may become Life Members of a chapter.

Section 5. Chapter Revocation: The Charter of a chapter that has had fewer than five members for two years shall be revoked, or a chapter not responding with a list of officers within two years to *the Director of Member Services* shall have its charter revoked.

Section 6. Dual Membership: Members may belong to more than one chapter but must designate one chapter for national use. (Membership rights belong to the individual members and not to the chapters; chapters function for the convenience and pleasure of the members.)

ARTICLE ELEVEN: AUXILIARY SOCIETY

Section 1. The name of the auxiliary society affiliated with *the WMA* is *LOYAL ESCORTS OF THE GREEN GARTER, henceforth referred to as "The Loyal Escorts" or "LE Society."*

Section 2. *The LE Society is organized under the bylaws and regulations of the Society, per the bylaws and regulations of the WMA, and is subject to the provisions and requirements of the United States Revenue Code of 501 (c)(3) organizations.*

Section 3. This *LE Society* may, at its option, establish units affiliated with local chapters of the WMA.

ARTICLE TWELVE: DISSOLUTION AND LIQUIDATION

Section 1. In the event of dissolution of *WMA*, the net assets of the corporation shall be applied and distributed *in the following priority sequence:*

- 1) All liabilities and obligations shall be paid, satisfied, and discharged or adequate provisions shall be made, therefore.
- 2) All remaining assets shall be distributed to another veteran's charitable organization(s) that:
 - a) is/are qualified for one or more exempt purposes within the meaning of section 501 (c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code;
 - b) shall best accomplish the general purposes for which veterans' associations are organized;
 - c) shall administer a scholarship program that will best accomplish the purposes of the *WMA* Memorial Scholarship Program; *or*
 - d) shall be selected by a vote of two-thirds of the National Board of Directors then in office.

ARTICLE THIRTEEN: PARLIAMENTARY AUTHORITY

Section 1. Proceedings of *the WMA* shall be *guided* by the most current version of Robert's Rules of Order, Newly Revised, in all matters not otherwise provided for in *the* Bylaws, Standing Rules, or Rules and Regulations issued by the Board of Directors.

ARTICLE FOURTEEN: AMENDMENTS

Section 1. Articles of Incorporation: The Articles of Incorporation may be amended by the membership *under* provisions of the Revised Statutes of Missouri, Chapter 355, not-for-profit corporations.

Section 2. Bylaws: Proposed amendments to these *bylaws* must be:

- 1) Submitted in due form;
- 2) Received by the *Secretary/Director of Administration*.
- 3) Referred to for *review and approval by the Board of Directors.*

Section 3. Voting Procedure: *The* Board of Directors recommends *the* proposed amendment(s) *to be submitted for consideration by ALL ACTIVE MEMBERS either by:*

- 1) *The Secretary/Directory of Administration shall send a ballot (electronic or hard copy) to all members*



for a vote to approve amendments/revisions to the By-laws and indicating a deadline date for return; OR

(2) Be Considered at a Convention, previous notice shall be given by publication to ALL ACTIVE MEMBERS at least 45 days before the convention start date.

Section 4. Adoption: These bylaws shall be subject to amendments by:

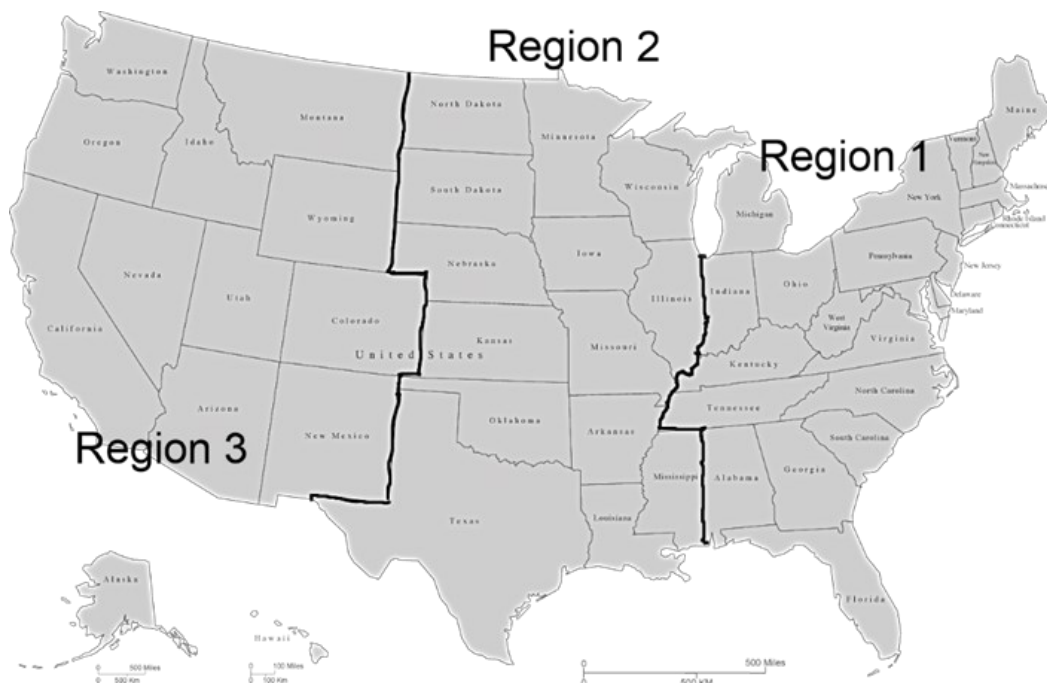
- 1) Majority vote of the completed returned ballots when ballots are mailed or sent electronically to all active members; OR
- 2) Two-thirds (2/3) vote of all members present to vote at a convention business meeting.

GEOGRAPHICAL AREAS

Region 1: Connecticut; Maine; Massachusetts; New Hampshire; New York; Rhode Island; Vermont; Delaware; District of Columbia; Maryland; New Jersey; Pennsylvania; Virginia; West Virginia; Alabama; Florida; Georgia; North Carolina; South Carolina; Kentucky; Tennessee; Michigan; Indiana; Ohio; UK; Europe; the Middle East; Quebec, New Brunswick, Newfoundland and Labrador, Prince Edward Island, Nova Scotia, Canada; Caribbean Islands and Africa.

Region 2: Illinois; Iowa; Kansas; Minnesota; Missouri; Wisconsin; Arkansas; Louisiana; Mississippi; Oklahoma; Texas; North Dakota; South Dakota; Ontario, Canada; and Manitoba and Nunavut, Canada; and Mexico.

Region 3: Colorado; Montana; Nebraska; Wyoming; Arizona; Nevada; New Mexico; Utah; Alaska; Idaho; Oregon; Washington; California; Hawaii and Alberta, Saskatchewan, and Northwest Territories, Canada; Central America and South America and British Columbia, and Yukon Territories, Canada; Australia and New Zealand; Pacific Islands and Asia FPO/APO Zips 09XXX and 96XXX.





STANDING RULES

Preface: Standing Rules are written rules formally adopted by a majority vote by ballot or at a National Convention. These rules may be suspended by a majority vote or may be amended or rescinded by a two-thirds vote, either at convention or by the membership.

Amended September 2010
Amended September 2012
Revised xxx 2021

Amended July 2014
Amended July 2016

1. APPOINTEES AND COMMITTEES

The President may appoint, with the Board of Director's approval, any such position or committee that may be required to fill specific positions as the Board deems necessary.

2. THE RESOURCE MANUAL AND DIRECTORY (RM&D)

The RM&D shall be published following the biennial convention and include but not limited to: a directory of the names and addresses of Active members of record along with the following resource material; a copy of the Articles of Incorporation; Bylaws, Standing Rules; as well as the Scholarship Program procedures and application. Resource material is also published on the web-site or in the member database.

3. SCHOLARSHIPS

- A. Scholarship applicants must qualify according to criteria for the period involved. Any change in the criteria or published procedure shall be approved by the Board of Directors and published to the membership no later than January of the year in which it becomes effective. All named scholarships shall be listed in the Resource Manual and Directory (RM&D) and on the website.
- B. The number and amount of individual scholarships shall be determined based on the annual earnings of the Memorial Scholarship Fund.
- C. A named scholarship can be established at any time by any donor by providing the total amount of funds necessary to perpetually fund the standard scholarship amount.
- D. Special scholarships in various amounts sponsored by Chapters and the Loyal Escorts shall be administered by the Scholarship Committee as funds are made available and qualified applications are in hand.

4. PUBLICATION

WMA 'Nouncements - The WMA quarterly report of National and Chapter activities in the form of a newsletter shall be sent to each Active member.

5. WMA LOGO and WMA SEAL

- A. The logo of WMA shall be the Marine Corps Emblem with the head of a woman Marine superimposed on the globe.
- B. The seal of WMA shall be the logo with WOMEN MARINES ASSOCIATION inscribed within the rope circle.
- C. The official seal of WMA shall be imprinted on all charters; and may only be used as authorized by the Board of Directors.

6. CONVENTIONS AND PROFESSIONAL DEVELOPMENT SYMPOSIUM

Convention and Professional Development Symposium also known as Convention.

(WMA Bylaws govern the method of site selection.)

- A. The Convention shall be open to all to include WMA and Loyal Escort members as well as guests, but our business meetings are limited to Active WMA members (in good standing), with exceptions granted only by the Credentials Committee in coordination with the President. Voting is limited to WMA members in good standing with each member having one vote, no proxies are allowed.
- B. There shall be a minimum of one business meeting scheduled during each Convention.
- C. Conduct of Business Meeting(s):
 - 1) At each business meeting, the Chair of the Convention Credentials Committee shall report the total number of Active WMA members who have registered and are convention attendees.
 - 2) Each active member attending a business meeting is entitled to one vote
 - 3) A quorum to conduct a business meeting shall consist of a majority of the active members in attendance at the convention.
 - 4) The names of all members included in the reported total shall be given to the Secretary/Director of Administration, to constitute the Official Roster of Convention Representatives. Before the President declares the Convention open for the transaction of



business, the Secretary/Director of Administration shall move that the members whose names appear on the Official Roster be designated as Chosen Representatives to the Convention. Upon adoption of the motion, the President shall instruct the Secretary/Director of Administration to make the Official Roster of Convention Representatives, a part of the convention minutes.

- D. A memorial service shall be incorporated into the program at each Convention.

7. WMA GEOGRAPHICAL AREAS.

(This further defines present "Regions" as cited in the WMA National Bylaws.)

Region 1: Connecticut; Maine; Massachusetts; New Hamp-shire; New York; Rhode Island; Vermont; Delaware; District of Columbia; Maryland; New Jersey; Pennsylvania; Virginia; West Virginia; Alabama; Florida; Georgia; North Carolina; South Carolina; Kentucky; Tennessee; Michigan; Indiana; Ohio; UK; Europe; the Middle East; Quebec, New Brunswick, Newfoundland and Labrador, Prince Edward Island, Nova Scotia, Canada; Caribbean Islands and Africa.

Region 2: Illinois; Iowa; Kansas; Minnesota; Missouri; Wisconsin; Arkansas; Louisiana; Mississippi; Oklahoma; Texas; North Dakota; South Dakota; Ontario, Canada; and Manitoba and Nunavut, Canada; and Mexico.

Region 3: Colorado; Montana; Nebraska; Wyoming; Arizona; Nevada; New Mexico; Utah; Alaska; Idaho; Oregon; Washington; California; Hawaii and Alberta, Saskatchewan, and Northwest Territories, Canada; Central America and South America and British Columbia, and Yukon Territories, Canada; Australia and New Zealand; Pacific Islands and Asia FPO/APO Zips 09XXX and 96XXX.

8. BUDGET PREPARATION.

The Treasurer/Director of Finance shall ensure that a proposed budget is developed, following accepted business practices, to be approved by the Board of Directors by 1 July to be effective for the beginning of the fiscal year. A mid-year review is also required to be conducted in January.

9. BUDGETARY ALLOWANCES.

Within the proposed budget, an allowance shall be es-

STANDING RULES

tablished to help defray allowable expenses incurred by those members of the Board of Directors and any Appointees who have budgetary responsibility, and any others allotted an expense allowance in the WMA Budget.

10. AUDIT OF NATIONAL ACCOUNTS.

The accounts of the National Treasury shall be re-viewed annually by a CPA from outside the WMA's membership. Within 60 days following the close of that particular fiscal year, the Treasurer/Director of Finance shall have paid all bills pertaining to that fiscal year and have sent the books to a CPA for a financial review as proscribed by the National Society of CPAs. Every fourth year a full audit shall be conducted unless the Board of Directors shall deem it necessary to have a full audit conducted sooner.

11. CHAPTER EMPLOYER IDENTIFICATION NUMBER (EIN) AND GROUP EXEMPTION STATUS.

(1) Each chapter shall obtain and operate under its own single Employer Identification Number (EIN). New chapters must apply for an Employer Identification Number (EIN) at the same time they prepare and submit their Bylaws and Standing Rules for their charter. The chapter's President/Treasurer shall notify the Treasurer/Director of Finance of the chapter's assigned EIN.

(2) No chapter is allowed to use the National WMA EIN.

12. WMA PRESIDENT PIN AND WMA PAST PRESIDENT PIN.

A. WMA President Pin. An official emblem pin to be known as the President's Pin shall be worn by the WMA president while in office but shall remain the property of WMA. It shall be presented to the newly installed President.

B. WMA Past President's Pin. An official emblem to be known as the Past President's Pin shall be presented to the retiring president. This pin shall become the property of the Past President.

13. OFFICIAL WMA CAP

This cap will be overseas style, green with scarlet piping with lettering on the left side to read 'WOMEN MARINES ASSOCIATION' and on the right side, the chapter designation (optional). The only ornament affixed to the Cap is the small, enlisted gold gilt United States Marine Corps left collar emblem and (if applicable and purchased by owner) the gold "LIFE" pin, affixed 1/2"



STANDING RULES

above and centered above the lettering 'WOMEN MARINES ASSOCIATION'.

14. CHARITABLE DONATIONS.

Charitable donations at the national level shall be directed by the Board of Directors per applicable laws, regulations, and purposes of WMA.

15. RESERVE FUNDS.

Reserve Funds of One Hundred Thousand Dollars (\$100,000) is held for maintaining fiscal responsibility. When necessary to cover a deficit in the General

Fund, a transfer can be approved by two-thirds (2/3) vote of the Board of Directors.

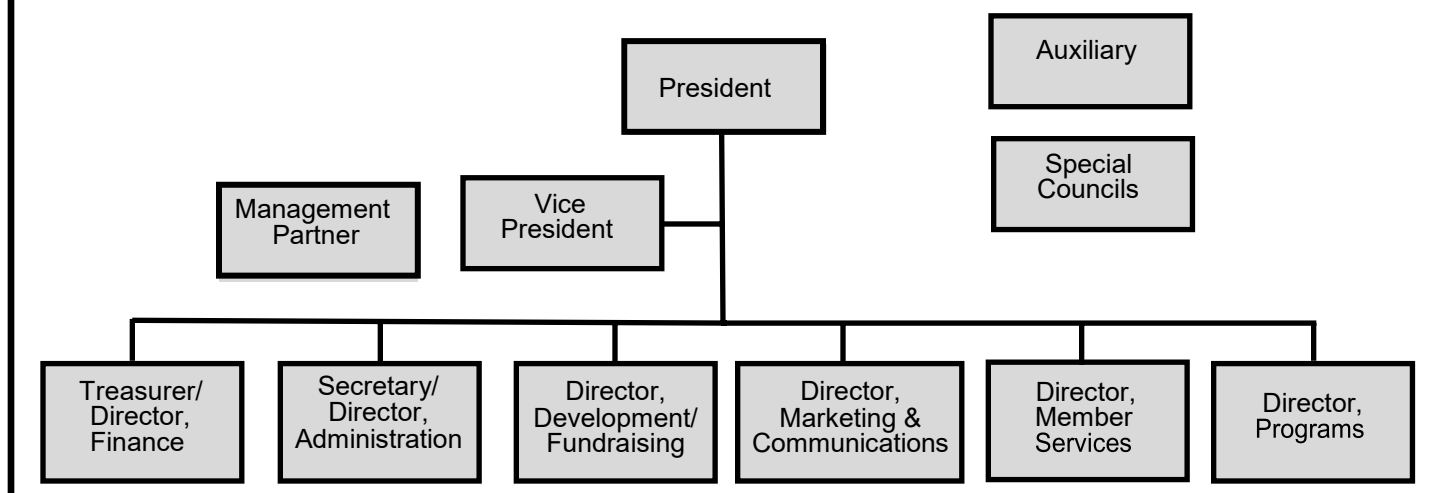
16. ADMINISTRATION OF MATCHING FUNDS AND GRANTS

Matching Funds and Grants Program consists of:

(1) Matching funds are provided to chapters in support of veterans and/or in support of local community activities.

(2) Emergency Grants are awarded to veterans with short-term emergency financial needs. Request criteria is published annually in WMA 'Nouncements and on the WMA website.

Proposed Governance Structure



Platoon 4034
Pvt Roxanna A. Luna
West New York, NJ
Graduation 25 Sept 2020

Platoon 4035
PFC Alizeya Mitchell
Macon, GA
Graduation: 25 Sept 2020

Platoon 4036
PFC Grace Pierce
San Antonio, TX
Graduation: 9 Oct 2020

Platoon 4037
PFC Kristine A. Ordinario
Long Beach, CA
Graduation: 9 Oct 2020

Platoon 4038
PFC Rylee E. Platt
Swink, CO
Graduation: 30 Oct 2020

Platoon 4039
PFC Gabriela Santillan Saucedo
Del Rio, TX
Graduation: 30 Oct 2020

Platoon 4040
PFC Amber L. Brown
Chicago, IL
Graduation: 13 Nov 2020

Platoon 4041
Pvt Ashley Castillo Sanchez
Bronx, NY
Graduation: 13 Nov 2020

Platoon 4042
Pvt Camille R. Cheney
East Montpelier, VT
Graduation: 20 Nov 2020

Platoon 4043
Pvt Dulce E. Delgado
Union Gap, WA
Graduation: 20 Nov 2020

Platoon 4044
PFC Chardonnay M. Schwartz
Sewell, NJ
Graduation: 11 Dec 2020

Platoon 4045
PFC Chrislynn C. Callahan
Hamilton, OH
Graduation: 11 Dec 2020

Platoon 4046
PFC Jennifer Gilgarcia
Chicago, IL
Graduation: 18 Dec 2020

Platoon 4047
Pvt Tiffany Maisonet De
Jesus
Philadelphia, PA
Graduation: 18 Dec 2020

Platoon 4048
PFC Elizabeth Clay
Conover, NC
Graduation: 8 Jan 2021

Platoon 4049
PFC Hannah M. Michot
Walker, LA
Graduation: 8 Jan 2021

Town Hall Questions & Answers

In early December, the WMA Board of Directors hosted an online, Town Hall Meeting via Zoom. The general purpose of the Town Hall Meeting was to review proposed changes to WMA's governance structure. In particular, WMA's Board of Directors wanted to be sure that the process we are following to communicate the changes and their rationale were appropriately and transparently communicated to members and then that members had ample and ongoing opportunity to ask questions and to make comments and concerns related to the changes.

During and in advance of the meeting, WMA asked for members to submit questions related to the proposed governance changes. To be clear, any changes must be approved by an affirmative vote of the membership. That said, we felt it important to give members sufficient opportunity to see the changes well in advance of seeing them on a ballot. Part of this effort is to ensure that, as necessary, we make changes to the proposal to align with members' perspectives and preferences.

So, what you will find below are, first, answers to questions that specifically relate to governance and the proposed changes. After that, we have provided answers to questions that were submitted, and are deserving of thoughtful answers, but do not necessarily connect directly to governance.

This is a process, and we wish to point out that we have created a specific email address – **listening@womenmarines.org** – so that members can continue to submit questions, concerns, thoughts, and ideas related to the proposed governance changes and otherwise.

Thank you to all who participated in the town hall and/or otherwise during this process.

GOVERNANCE

What is the plan for the roles and responsibilities of the Area Director position?

We have received many questions regarding the role of the current Area Director position. First of all, let us clarify, the current AD positions have not been eliminated. As mentioned in our town hall presentation in December, the decision was made to streamline the current Interim Board largely because we found ourselves with six of the 10 positions vacant after our recent nomination and election process. Even though the four remaining ADs are no longer voting members of the Board, they continue to provide support to the members in their respective Areas and provide their input to the Board through the 1st Vice President. WMA is coordinating the support efforts for members in all other Areas for which we have a vacancy.

Our partnership with Virtual, Inc. will provide automated and technological advances to better provide quality resource support to all members.

Under the proposed changes, the responsibility of communications and overall support with Chapters and Members-at-Large is the responsibility of the Director of Member Services.

How do we know all board members are actively engaged in your decision-making process?

All Board members are required to vote on ballots presented in the decision-making process. The votes are tallied and recorded by the National Secretary and reported to the Board as a whole.

What did the BOD and working group form and how was it advertised to the 3,000 members of WMA National?

The appointment and the conduct of the Working Group was approved by the 2018-2020 Board of Directors and communicated to the membership in the

quarterly issues of *'Nouncements'* beginning in the Fall issue of 2019 and throughout 2020.

Who picked Virtual Inc and TOKY? Please describe how the membership was involved in this selection process? Will you send out a by-name list of the members who participated in the selection of these two companies? Please publish in 'Nouncements, so all members can view who decided where we are going.

The 2018-2020 Board of Directors made the final selection of both the management and design firm. The decision was based on the recommendations made by the members of the Working Group who conducted an extensive bidding process and recommended the final best qualified companies to the Board for their final decision. The Working Group members as previously published in the July 2020 issue of *'Nouncements'* include Courtney Lynch, Jennifer Slown, Christine Glynn, Erika Summerfield, Marianne Waldrop, Ann Crittenden, Pat Hackbarth, Amy Punzel, Jennifer Homan, Rosa Osborn, Carol Mutter, and Rhonda Amtower.

When will members vote on the Bylaws changes?

The proposed amendments to the Bylaws and Standing Rules will be first published in the Winter 2021 issue of *'Nouncements'* for review and comment. We will then publish the final proposed revision based upon recommendations in a written ballot during the 2nd Quarter of 2021 (calendar year), so all members will have the opportunity to vote.

How will WMA now check the qualifications of each Director? This is a volunteer organization, how do we know the right people are in those roles? Asking because many members lack confidence in some of those in these positions as they assumed the role because it was not contested.

Nominations from the membership are solicited bi-annually for nominees to submit their qualifications to participate in the election process. The Nomination Committee then vets nomination submissions for relevant qualifications. All elected positions are OPEN for nomination submissions. All members are encouraged to volunteer their talents in future elections.

Who will select the Board Directors?

Membership selects the Board of Directors based on the nomination and election process. A full description of this process is in the WMA Bylaws (Article 10: Elections).

Which WMA position will have oversight on our management consultants and marketing team?

The Board of Directors as a whole has oversight of our management and marketing teams, which will include functional line accountability to the appropriate director for corresponding activities. While the full Board has had engagement on this key initiative, the Director, Marketing & Communications would have the central role for oversight of marketing and communications efforts.

When will WMA change the representation of each WMA leadership role. We have had the same faces in the same billets for too long. What is the plan moving forward to set term limits in these leadership roles? This should include social media.

You have put your finger on part of the problem with our current leadership structure; it hasn't attracted enough new faces. If the membership votes on the new governance structure (with any newly defined billets as will be identified in the Bylaws Revision to be published in the Spring edition of *'Nouncements'*), requests for nominations will go out to the membership soliciting nominations to fill these Board billets as part of the normal election process. To change the face in any billet requires a qualified member to run for that office and have the membership vote on that person. There are term limits in place for certain officer positions.

How did this working group show a fair representation of 3,000 members?

Members of the Working Group (WG) were requested for consideration from all Board members (including Area Directors), and Facebook members, as well as through an email solicitation. All suggested individuals were looked at and considered (interviewed) for how they would bring diversification as well as whether or not they could make the time commitment to the group. There were Members-at-Large, members from various age groups, as well as geographic regions, retired, active duty, new members, and veterans. The number in the WG was limited due to the cost and ability to serve as well as the dynamics of a potentially too large group.

(1)The Area Directors just do not have voting power. Who decided to remove them or their vote? (2)Why no area directors and why did they lose voting rights? Do they no longer have rights?

The 2018-2020 Board which included the Area Directors, voted for an Interim Board to consist of eight officers. Even though the Area Directors are not part of the Interim Board, their positions have not been eliminated.

I would enjoy hearing a bit more background leading to this point from an analysis perspective versus structural. Perhaps, some of the specific challenges identified by the working board. For example, what about membership is an issue other than "always desiring growth?"

Challenges noted by the Working Group for resolution included:

- The need to evolve towards a culture of excellence that is relevant, inclusive, and purpose-driven
- Develop a compelling value proposition (Answering: Why join? Why contribute? Why engage?)
- Improve the current member experience
- Modernize (streamline structure, professionalize administrative processes/fundraising, update brand image, tell the story better, evolve the membership model, and drive new member growth with an innovative recruiting pipeline)
- Funding the future

For more information, see the July 2020 issue of *'Nouncements'*.

Why is there no code of conduct for the WMA? Seems to me we should be held to the standard of the Marine Corps. (For instance), if you know someone has stolen from another organization, there is no recourse.

A Code of Conduct was proposed but not approved at the 2018 Convention; we are currently working to rewrite and propose to members at the next convention.

How are officers of National being voted on? What happens if no one volunteers? Who is appointing officers?

Membership selects the Board of Directors based on the nomination and election process as defined by the WMA Bylaws.

COMMUNICATION

How does WMA plan to address those members who are unable or who are not comfortable utilizing today's technology?

We will continue to provide hard copy correspondence and communications with those members who have requested that option through our new membership database that will be managed by Virtual, Inc.

What are the plans to include the older, non-computer savvy members in the way ahead?

WMA will never forget our senior members who sometimes are not comfortable making ready use of technology to stay connected. WMA will continue to communicate via hard copy of *'Nouncements'* and the Resource Manual and Directory (RM&D) upon request from any member. Any member can call the WMA Service Center at (888) 525-1943 or write to WMA, 23 Century Blvd, Suite 505, Nashville, TN 37214.

We used to have only one address to communicate with WMA. Now we have at least three, the WMA address in Olympia, WA per the RM&D, and the one Carol Mutter used in her article in Nashville, TN, AND the listening address Carol provided in Wakefield, MA. Can someone please clarify which address is used for what purpose as this is more confusing than the single address we used to have.

The mailing address in Olympia, WA was for our former Admin contractor and is no longer valid.

WMA's central mailing addresses are:

Legal/Business Address:

WMA
401 Edgewater Pl, Suite 600
Wakefield, MA 01880

Membership Inquiries and Payments/Donations:

WMA
25 Century Blvd, Suite 505
Nashville, TN 37214

All the addresses will be included in all future issues of *'Nouncements'*.

How will you get the vote of members without email?

Ballots are mailed to members to their address on record. Therefore, it is extremely important for every member to update her information by sending an email to membership@womenmarines.org or calling WMA at 888-525-1943. In the future, WMA will use electronic or hard copy ballots as feasible.

As the organization moves toward new branding, how will members be made aware of identified gaps and challenges as well as interests of members for the future?

As the Association makes changes to the organization and with the help of our management partner (Virtual, Inc.), we will improve communication efforts via *'Nouncements'* (hardcopy or electronically), email, webinar, and social media, along with Chapter Networking. We look forward to membership participation as we implement our new member experience concepts.

Why are past Presidents making important decisions that should be made by the membership?

WMA's culture and history have been that the organization needs to make appropriate and judicious

use of the experience of its Past Presidents. That said, the proposed structure does remove the Immediate Past President from the Board itself. However, WMA will continue to rely on Past Presidents for counsel and guidance.

There is no room in WMA for politics, religion, or life's choice. Therefore, why are we discussing these matters.

WMA is working together to move WMA forward for a more inclusive and diverse environment.

What's being done about the concerns of diversity and inclusion within the organization as well as the board members that don't necessarily reflect the makeup of the membership?

WMA supports diversity and inclusion at all levels. WMA will continue to welcome and encourage recruitment of all those qualified for membership. We likewise will be deliberate in all parts of the organization to ensure diverse and inclusive perspectives are incorporated into our governance structure and processes. We welcome advice, questions, and concerns on how we can improve in becoming a more diverse and inclusive organization.

MEMBERSHIP

(1) This call might have 275 listeners, while our group membership is about 3,000. How can you say this is a good representation of our membership? This is an example of how WMA National lacks inclusion. What does WMA National plan to do to be more inclusive?

(2) What can be done to address the membership of 3,000 and finding out the reasons why only 250 joined this meeting. Breaking this down even at the chapter level people just chose not to be active in any way.

We have used all available channels to communicate about the proposed governance changes—*'Nouncements'*, social media, email, and the special town hall meeting in December, which participants could access live or on a recording after the fact. We expressly created a new email address at listening@womenmarines.org - for questions and comments related to this initiative.

I keep hearing, 'new member experience' and 'strategic performance.' Can you give examples of what that actually means?

Perhaps the vision statement that WMA provided to Virtual and TOKY, which was approved by the 2018-2020 Board, will help to describe what we mean with those phrases: "We desire to transform the Women Marines Association so that it becomes the thriving membership organization of choice for female Marines (past, present, and future) looking for camaraderie, mentoring, support, and the opportunity to continue to

have a positive impact." Some specific examples were also approved by the Board and included in the July 2020 issue of *Nouncements* as follows:

"We will:

- Foster a culture of inclusivity, connection, diversity and belonging
- Understand, preserve, and share the history of women Marines
- Provide our Members opportunities to grow, develop and serve together
- Become recognized, respected, and relevant so women Marines are eager to engage and join and the private sector is aware of our brand and impact."

What was Virtual told was the vision of WMA? I don't hear anything yet that is going to improve my membership experience. Your presentation sounds very generic and less specific.

The Vision Statement provided to Virtual and TOKY was: "We desire to transform the Women Marines Association so that it becomes the thriving membership organization of choice for female Marines (past, present, and future) looking for camaraderie, mentoring, support, and the opportunity to continue to have a positive impact." More details regarding the improvement of the member experience will become evident as we move forward in our rebranding effort.

I will say, I have worked with Virtual Inc, and I am impressed on many levels. How does this relationship change or transform the LE relationship? And how can we better provide support to WMA?

Our relationship with Virtual, Inc. will increase our ability to work more closely with the Loyal Escorts, both in providing WMA with general operational support and thereby allowing volunteers not to be constantly engaged in clerical and operational-level work.

Why do Corpsmen have to prove they were attached to Marine units before membership, but you take a Marine's word that they served? They may have a BCD or other bad discharge but are still able to be a member.

With the approval of qualified FMF personnel, part of the vote stipulated that because of the specialty required, that documentation would have to be supplied to assure that they were indeed FMF qualified. As part of the way forward, WMA is exploring how to best vet all who wish to join.

What contract stipulations are in place with this marketing company if they fail to meet WMA expectations? So far, the membership list is not corrected after multiple attempts to send in the information.

TOKY, Inc. is the branding and marketing company. Virtual, Inc. is our management partner, which is working on our membership database. Both contracts speci-

fy deliverables and dates. The Board conducts periodic reviews with both companies to ensure compliance.

Do something more for members at large to let us know we belong.

Member experience/membership engagement is one of the primary reasons we are partnered with Virtual, Inc., our new management company. 2020's pan-demic experience taught us to maximize participation via technology. This can include members who are not tech savvy as we work together. We hope to have more events to include; webinars, live streaming, focused meetings, video/teleconferencing, and more structured events for all members including members-at-large (MAL). Our new membership database will have a community forum that will allow for other means of communication among members.

CONTRACTORS

Can you please provide details on the roles and responsibilities of all contractors who are now performing roles that board members used to perform?

Our engagement with Virtual puts business operations and professionals behind many areas that previously relied on "we volunteers." From a procedural standpoint, we're talking about membership application processing, database management, accounting and finance, management of our website, and handling of member inquiries. Virtual, Inc. will be fully engaged in all of these and more.

We will now have their support in developing and executing a Marketing/Communications plan, as well as a cohesive, sustained Fundraising plan.

Virtual, Inc. also brings a full-scale Events Team who do nothing but that, so we will look for their support to help coordinate and manage future events like our Conventions, Regional Meetings, etc.

They may be acting behind the scenes in many areas however, their influence will be noticed front and center when it comes to the new look and focus on the member experience.

Are there any other outside people involved with WMA, such as a CPA, Attorney, Finance, etc. What specifically do they do for WMA? Basically, who gets paid and their billet description?

Paid contractors in support of WMA include our current Management partner, Virtual Inc. WMA is also contracted with TOKY for short-term marketing and branding efforts. WMA still maintains the requirement to conduct an annual review or full audit of our financial records by an outside source, so we engage with a Certified Public Account (CPA) Firm, (currently Acord Cox & Company). Costs vary depending on if an annual review or full audit is required. For printing, WMA has a contract with PIP, Inc. All contracts and associated costs are approved by the Board.

The design firm has already been selected without members voting. So it sounds like the board is deciding everything by itself.

The 2018-2020 Board of Directors made the final selection of both the management and design firm. The decision was based on the recommendations made by the members of the Working Group who conducted an extensive bidding process and recommended the final best qualified companies to the Board for their final decision.

This is one of the day-to-day operational decisions that members must rely on the Board to make on members' behalf. It is not operationally feasible to have members-at-large engaged in such decisions. What is important is that, as the design firm begins execution of key initiatives, that we ensure that members are consulted so that the work aligns with their interests and perspectives. To that point, the design firm (TOKY) has had many conversations and mobilized an extensive survey to ensure that its work proceeds with the perspectives of members incorporated.

While the overview of this session has continued, I scanned the featured case studies on TOKY site. None of these appear to be of a similar nature to WMA. Many schools, landscape/design/architect firms, museums and the arts. This is an observation, but understanding the vision and audience is an important part of branding.

WMA is a unique organization in a lot of ways, so there are not a lot of direct comparisons that can be drawn. We can tell you that TOKY's experience in marketing and branding is a fresh approach that WMA was looking for. TOKY has been conducting surveys of WMA members and potential members, as well as working closely with Working Group and Board members to ensure they "understand the vision and the audience."

Is our partnership with Virtual on-going or goal oriented? Which is to say will we end the relationship at some point much as a young adult leaves home?

Per the contract between WMA and Virtual, Inc. periodic reviews of the scope of work and performance to date are conducted to determine any necessary adjustments.

FINANCE

What are the checks and balances in place for the person handling the money and accounting?

This is an area where hiring a management partner has had an immediate and positive impact. Virtual, Inc. has extensive experience in all parts of managing non-profit organizations, ensuring that WMA is in adherence with best practices with regard to finance and accounting. WMA originally used a different accounting method than that required by Generally Accepted

Accounting Principles (GAAP). Virtual, Inc. is working on transferring financial records over to the GAAP-approved method.

WMA still monitors and approves expenses as we always have and now coordinates this task with Virtual, Inc. who has three individuals who are bonded specifically focused on this effort. Virtual carries appropriate insurance policies to ensure WMA's assets are appropriately protected against fraud and abuse.

Are they all bonded?

Virtual carries appropriate insurance policies to ensure WMA's assets are appropriately protected against fraud and abuse.

The last 'Nouncements published WMA National financial status for 2019, but not current 2020 balances. When can our members expect to see a current financial report through October 2020?

Included in this special business edition of 'Nouncements, you will find WMA's Statement of Financial Position as of 31 December 2020.

How much has WMA National paid to Virtual Inc to current date?

As of 12/31/20 WMA has paid Virtual, Inc. \$74,402. Some of this cost is for admin supplies, telephone lines, etc. as well as the initial transition costs.

Will WMA publish quarterly its spending in an itemized format?

Quarterly financial reports are provided to the Board of Directors to enable them to conduct their fiduciary responsibilities in support of the membership. WMA has a requirement to produce IRS form 990 annually that is available to the public and on the WMA web site at <https://www.womenmarines.org/WomenMarines>.

How much did you spend on Virtual Inc? Is there a contract? What does the contract say if Virtual Inc is unsuccessful in meeting our expectations? What are the expectations of WMA National for Virtual Inc.? Will you share the details with WMA membership?

Specific costs are addressed earlier, but, per the contract between WMA and Virtual, Inc., periodic reviews of the scope of work are conducted to determine any necessary adjustments. Strategic Priorities were approved by the 2018-2020 Board and included in the July 2020 issue of 'Nouncements on page 4.

"We will achieve excellence by:

- Designing the organization and member experience to be stronger and better fit for impact
- Modernizing, and improving awareness by living and telling our story in more relevant ways
- Professionalizing and elevating our operations
- Raising funds to grow, evolve and sustain excellence and contribution"

Can we afford the management group?

The simple answer is “yes” and another point to be made here is that WMA can not afford NOT to have a management partner like Virtual engaged. We rely extensively on the time and energy of volunteers, and that won't change, but engagement with Virtual ensures that we have operational support to ensure that the selfless contributions of volunteers are put to best use.

WMA has the Capital Funds available to invest in WMA's future and a plan to ensure the Capital Fund remains healthy enough to support all necessary future expenses and initiatives.

How does WMA propose to pay for the new Management Firm and what is the cost? This should have been voted on by the membership before making the decision.

As a result of WMA's careful investments throughout the years and the generosity of members, WMA has built a substantial amount in the Capital Fund that can be used for these types of initiatives. The decisions to invest in initiatives are brought to the CFRB for recommendations to the Board of Directors for a final vote on behalf of the membership. The cost is \$174,000 per year.

None of the current clients of this company (displayed on slide during Town Hall Meeting) appear to be similar in nature to WMA ...

The Board is taking advantage of Virtual, Inc. experiences and lessons learned in a large variety of non-profit organizations. The Board is impressed with all Virtual, Inc. has done for our organization already. Virtual has worked with membership organizations of all sizes and varieties and has functional expertise in all of the key areas the Board established as vital to WMA's long-term success.

What cyber security measures are in place to protect membership information that is submitted to the WMA? How quickly are snail mail members informed of an information breach?

This question presents a great illustration of why it's important for WMA to engage with a professional services firm for its management. Virtual brings full-scale capability across the spectrum of information technology, not only in ensuring that WMA's data and financial transactions are protected, but likewise in ensuring that the organization is maximizing the use of technology to create a dynamic membership experience. This is a quantum leap forward for WMA in this regard.

(1)When will the 3,000 members get to see the total value of Capital Funds?

(2)What is the current balance of all investments for WMA?

The status of all funds is published annually in *'Nouncements*. Included in this special business edition of *'Nouncements*, you will find the total value of Capital Funds.

Where can the WMA members view the awarded scholarships per year?

This information is published annually in *'Nouncements*.

Cox and Acord CPA? What risk do we have if there is no contract?

Acord, Cox, & Scott, LLC is WMA's outside CPA firm that reviews and audits WMA's books and is contracted annually by a Letter of Engagement. This letter defines the responsibilities of both the auditors and WMA along with the fee. The Board of Directors reviews and votes to approve the Engagement Letter which becomes the contract.

Will you publish the names of the Financial committee to all members?

Members of the Financial Advisory Committee (FAC) are:

Karen Kelly, Chair (Term Expires May 2022)

Carol Mutter (Term Expires May 2021)

Wendy Woodward (Term Expires 2023)

Peggy Reiber, Treasurer (Ex-Officio)

What money paid for the travel of the working group and all others to Omaha, NE?

The Working Group did not go to Omaha; they met in the D.C area in January 2020, and spent approximately \$8,000, which is one quarter of the amount approved by 2018-2020 Board. The Interim Board meeting was held in Omaha in August 2019, and it was paid for out of the budget as supported in the SOP and By-laws for many years.

Will you now consider having electronic meetings instead of paying for the travel?

The Board has been meeting face to face at Conventions and again during off-convention years for many years. There is a budget line to accommodate travel expenses to these meetings. The Board also has been meeting quarterly or monthly via conference calls/ Zoom meetings based on the business at hand for several years. These virtual meetings have reinforced the need to meet face to face at least once a year to conduct all the business of WMA.

For the WMA to have transparency are the detailed balance sheets, income statements, P&L (not the summary found in the 990), and the 990 for 2018 available? Tax year is from 01 Jul - 30 Jun. Who audits the WMA financials? It is interesting that the WMA website indicates it will only provide \$250 to a chapter annually when there is \$2.9 million according to 2017's 990 in publicly traded securities. What percentage of that money

is working capital? How much more is made in these securities per year? Where is the publicly traded portfolio located?

Detailed Balance sheets which are summarized on Form 990 (WMA's tax return) are available on the WMA website at <https://www.womenmarines.org/> WomenMarines and also available at no charge through www.guidestar.com. WMA's CPA firm has been Acord Cox & Scott, LLC. The investments are with Merrill Lynch and Commonwealth Financial Network. The Board has provided both investments firms with an approved "Investment Policy Statement" that ensures they don't engage in risky practices with our assets. The Financial Advisory Committee (FAC) made up of WMA members, including one with many financial investment qualifications, holds quarterly conference call meetings with these investment companies to review our investments and the strategy. All expenditures are monitored by the Board routinely for appropriateness and adherence to policies.

CHAPTERS

Why should Chapters, when going dark, have to send their flag to National. After all, we paid for these flags by the Chapter. What is National doing with the flags?

Chapters do not have to return their flags to National. When a Chapter does surrender their flag to National and it is in good serviceable condition, it is sold to another chapter at a reduced price. Funds from the sale are deposited in WMA's General Fund along with all other funds from Merchandise Sales.

See the *HOW TO BOOK* for chapters, Section 2.23 provides instruction on liquidation of chapter assets.

MISCELLANEOUS

Can WMA help with direction on claims?

WMA is not certified in claim preparations.

More About WMA's Finances

FUNDS REPORTING

The status of all funds is published annually in 'Nouncements, most recently in the October 2020 issue. The WMA Annuity listed in that report (on page 15) is part of the Capital Fund. The Asset Mark Trust Account includes all of the Scholarship Funds. That will be clarified in future reports. The Memorial Scholarship Fund (MSF) is used only for scholarships awarded by WMA and is funded largely by donations that specifically name the Scholarship Fund; the Capital Fund is used to earn funds to pay for routine WMA expenses and for special initiatives.

Additionally, detailed Balance sheets, which are summarized in the 990s, are available upon request and the 990s themselves, are posted on the WMA web site (www.womenmarines.org). WMA's fiscal year is from

1 July through 30 June with the 990 normally filed in November. Therefore, finalized and audited numbers for the end of the FY are not available until between November and May.

Quarterly reports are provided to the Board of Directors (BOD) for review and to carry out their fiduciary responsibilities on behalf of the membership.

Audits

WMA still maintains the requirement to conduct an annual review or full audit of our financial records by an outside source, so we engage with a Certified Public Account (CPA) firm (currently Acord, Cox and Scott, LLC).

Financial Advisory Committee (FAC)

The FAC monitors and manages WMA's investments. There has been much confusion based on the name of the Committee implying that the FAC monitors, manages, and advises the BOD regarding all finances, including budgets, expenditures, and contracts. This is **NOT** the case. The WMA BOD will be recommending a name change to something more descriptive. For purposes of this article, it will be referred to as, "the Committee."

The Committee consists of three WMA members each serving three year terms; one of which expires each year. It is highly desirable that all Committee members have a working knowledge of investment best practices and the various types of investments to include asset allocation, security selection, and portfolio diversification. WMA is open to nominations for a new volunteer member each year as one of the members' terms expires.

The Committee is responsible for drafting an *Investment Policy Statement (IPS)* and reviewing it at least every two years for any recommended amendments before submission to the BOD for approval. The IPS contains WMA policies regarding investments to ensure those investing WMA monies will not take unnecessary risks with our members' funds. The Committee monitors all investors of WMA monies to ensure adherence to the IPS.

Currently our two investment advisors are Merrill Lynch who handles the Capital Fund (\$1,168,290 as of 31 Dec 2020), and Commonwealth Financial Network that handles the Scholarship Fund (\$1,578,500 as of 31 Dec 2020). The Committee has quarterly calls with both advisors and, if required, a call at any time that it is deemed necessary to make changes to our investments.

With the hiring of Virtual, Inc. and TOKY, the Committee is in the process of updating our IPS to reflect a more relevant investment plan. The IPS will be submitted to the BOD for approval prior to implementation.

Capital Fund Review Board (CFRB)

Due to WMA's careful investments throughout the years and the generosity of members, WMA has built a

substantial amount in the Capital Fund that can be used for these types of initiatives. A proposal to invest money from the Capital Fund on any initiatives are first provided to the CFRB for their review and recommendations to the BOD. The BOD then reviews the initiatives and votes whether they are worth-while investments in WMA and WMA's future.

Provided by the CFRB and FAC

Matching Funds and Grants

The Matching Funds program will match funds to a WMA Chapter up to \$250 for donations of money or goods in support of veterans and/or in support of local community activities. Receipts for all expenses and donations must be submitted with the request that should be sent to mfg@womenmarines.org.

A one time, per person, grant of up to One Thousand Dollars (\$1,000.00) is available to assist needy veterans. This person need not be a WMA member.

Procedures:

Requests for an emergency grant will be submitted by the veteran to the Chair, MFG Committee at MFG@womenmarines.org and shall include the following:

- 1) (a) A **signed**, detailed letter explaining the financial need and requesting a specific dollar amount, not to exceed \$1,000.00. Once notifying the committee, the Chair will send you a financial information form that will need to be completed and returned.

(b) A letter from reliable sources: chapter president, pastor, social worker, or VA counselor.

- 2) A copy of his/her DD214 or other appropriate discharge papers for proof of service. For privacy, members may black out all but the last 4 digits of their SSN/ service number.

As soon as the Chair has all the documentation she needs, she will forward it to the committee members who will cast their votes within 24 hours. The Chair will then forward a cover sheet to the Treasurer. It will take about 10 days for the check to be sent. The Chair can also use an ACH form with applicants which should greatly improve the time it takes for them to receive the grant.

If the MFG Committee denies the request, it will notify the requestor in a timely manner.

Do not submit emergency grant requests that require receipt of the grant within a very short amount of time – i.e., within a few days. Our process cannot accommodate immediate grant requests. Not following the directions will also slow down the process.

Patti Orsini
Chair

Matching Funds and Grants

Women Marines Association

Balance Sheet

As of December 31, 2020

| | Dec 31, 20 |
|---------------------------------------|---------------------|
| ASSETS | |
| Current Assets | |
| Checking/Savings | 34,748.33 |
| Accounts Receivable | 2,983.59 |
| Other Current Assets | 20,439.48 |
| Total Current Assets | 58,171.40 |
| Other Assets | |
| Asset Mark Trust Account | 1,581,195.72 |
| Merrill Lynch | 1,249,900.73 |
| Total Other Assets | 2,831,096.45 |
| TOTAL ASSETS | 2,889,267.85 |
| LIABILITIES & EQUITY | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable | |
| Accounts Payable | -205.95 |
| Total Accounts Payable | -205.95 |
| Total Current Liabilities | -205.95 |
| Total Liabilities | -205.95 |
| Equity | 2,889,473.80 |
| TOTAL LIABILITIES & EQUITY | 2,889,267.85 |

Taps

Please take a moment to remember our departed sister Marines who have taken leave of this life to fulfill Heaven's ranks. May their souls and the souls of all our departed sisters rest in peace.

Life Members

| | | |
|----------------------------------|------|------------------|
| Baker, Barbara (Johnson) | 2249 | 07/00/2020 CA-7 |
| Brown, Anna T. | | 12/25/2020 |
| Cavin, Marguerite (Palermino) | 1922 | 12/14/2020 NV |
| Cooper, Eva (Korolishin) | 1120 | 10/21/2020 CA-7 |
| Driscoll, Dorris (Flahrty) | 1214 | 12/29/2020 MA |
| Evans, JoAnne (Johnson/Lee) | 2111 | 11/19/2019 CA |
| Fox, Betty T. | | 1/12/2021 |
| Frazier, C. Louise | 671 | 10/07/2020 DC-1 |
| Hayes, Priscilla (Martin/Miller) | 2748 | 03/29/2020 MD |
| Heidenreich, L. Joanne | 875 | 02/25/2020 FL-5 |
| Meyers, Grace E. | | 12/29/2020 |
| O'Connell-Fafara, Anna C. | 2309 | 11/24/2020 |
| Rodgers, Elizabeth (Gross) | 3338 | 11/12/2020 FL-11 |
| Sivik, Velma (Arthurs) | | 04/16/2020 FL-2 |

Term Members

| | | |
|---------------------------|------------|----------|
| Baggerly, Joyce A. | 11/17/2020 | |
| Juza, Helen (Gygli) | 10/23/2020 | OR-3 |
| McDonnell, Theresa (Koza) | 11/30/2020 | MAL/PA-3 |
| Morse, Dorothy Jeanne | 12/06/2020 | CA |
| Styles, Frances Devos | 12/15/2020 | |

WMA Scholarship Procedures

WMA Memorial Scholarships from \$500 up to \$5,000 are awarded based on the number of applicants and the specific scholarship requirements. Additional scholarships in various amounts may also be given. The purpose is to award grants to qualified applicants sponsored by WMA MEMBERS. These grants may be used at any ac-credited college, university, or college level trade school.

Clare Bullitt Hokanson
Scholarship(s)
up to \$5,000
(based on the # of
qualified applicants)

WMA Memorial
Scholarship(s)
up to \$5,000
(based on the # of
qualified applicants)

Dolores Herrero
Scholarship
Up to \$5,000
(based on the # of
qualified applicants)

Major Megan McClung
Memorial Scholarship
(1) \$1,500

Lily H. Gridley
Memorial
Scholarship
(1) \$1,500

LaRue A. Ditmore
Music Scholarship
up to \$5,000
(based on # of
qualified applicants)

Ethyl and Armin
Wiebke Memorial
Scholarship
(1) \$1,500

Agnes Sopcak
Memorial Scholarship
up to \$5,000
(based on # of
qualified applicants)

Virginia Guveyan
Memorial Scholarship
\$1,500

Fallen Warrior
Scholarship
(1) \$1,500

Margaret Apel
(1) \$1,500 sponsored
by the OR-1 Chapter

★ There is no maximum amount an applicant can receive over the lifetime of their academic career. These grants may be used at any accredited college, university, or college level trade school. WMA members may sponsor an unlimited number of applicants per academic school year. WMA members are encouraged to self-sponsor.

ELIGIBILITY

1. **To qualify for review**, the applicant must satisfy with proof of one of the below criteria:

- a. Have served, or serving in the United States Marine Corps or Marine Corps Reserve **OR**
- b. Be a direct descendant by blood, legal adoption, or stepchild of a Marine on active duty, or who has served honorably in the United States Marine Corps, Regular or Reserve **OR**
- c. Be a sibling or a descendant of a sibling by blood, legal adoption, or stepchild of a Marine on active duty, or who has served honorably in the United States Marine Corps, Regular or Reserve **OR**
- d. Be a spouse of a Marine **OR**
- e. Have completed two (2) years in the Marine Corps JROTC program.
- f. Be sponsored by a WMA member.

- ♦ **PROOF OF MILITARY SERVICE.** If eligibility is based on one's own service, a copy of Discharge Certificate, DD214 (SSN should be redacted), or a letter on command letterhead from the Commanding Officer or Administrative Officer is required to verify eligibility.
- ♦ **PROOF OF RELATIONSHIP TO A U.S. MARINE.** If eligibility is based on the relationship to a Marine, please submit evidence of the relationship. (Recommend submitting a family tree drawing to assist the Scholarship Committee in verifying proof of relationship; however, it is not required.) Documents required as proof include a copy of Discharge Certificate or DD214, marriage certificates, birth certificates, adoption document, or military dependent ID or a letter on Command stationery. **PLEASE REDACT ANY SOCIAL SECURITY NUMBERS.**
- ♦ **USMC JROTC STATUS.** If eligibility is based on JROTC participation, a Senior Military Instructor (SMI) must submit a letter attesting to the applicant's status. A second letter of recommendation is still required.

2. HIGH SCHOOL STUDENTS ONLY:

- a. Must have maintained a 3.0 GPA on a 4.0 scale. (Not weighted)
- b. One copy of the official transcript with grading key sent from the school to the Scholarship Chairperson or may also be included in the application package. (See Note 2)
- c. Letter of acceptance for the following year from the applicant's school of choice. (If acceptance has not been received by the deadline for submission of this application, the decision of grant will be delayed until received. We acknowledge some schools do not send out their acceptance letters until later in the school year.)

3. COLLEGE STUDENTS ONLY:

- a. A minimum college GPA = 3.0.
- b. All first-year students (freshmen) must submit: (See Note 2)
 - i. Official final high school transcript may be sent from the high school to the Scholarship Chairperson or may be included in the application package.
 - ii. One copy of the current official college transcripts may be sent from the college to the Scholarship Chairperson or may be included in the application package.
- c. 2nd, 3rd, and 4th-year students will be evaluated on current official transcripts sent from the school to the Scholarship Chairperson or may be included in the application package.
- d. Master/Ph.D. applicants are required to submit official undergraduate transcripts sent from the school/college to the Scholarship Chairperson or may be included in the application package.
- e. Current college and active duty personnel applicants must be full-time students (12 credit hours) to be eligible for a WMA Scholarship. Master/Ph.D. applicants are required to take at least six (6) credit hours each semester.

NOTE 1: For those applicants that have completed their first enlistment or have been out of the education pipeline for over 10 years, are not required to submit an official high school transcript.

NOTE 2: Transcripts sent from Parchment are accepted in place of official transcripts sent from the school and must be dated no later than 28 February to be accepted. Schools are encouraged to send transcripts electronically to Scholarship @womenmarines.org.

APPLICATION PROCESS

The application period extends exclusively from **1 January thru 28 February**. Applications and all supporting documents including official transcripts postmarked after the deadline of 28 February will not be considered.

A complete, new package must be submitted each time an applicant applies. Previous submissions will not be considered.

Applications will be accepted from students living outside the continental U.S. (OCONUS) and will be attending an OCONUS college. An acceptance letter from the college is still required.

For application status (qualified/disqualified only), the Scholarship Chairperson will respond to one email per applicant, at scholarship@womenmarines.org. Subject line should read STATUS OF SCHOLARSHIP APPLICATION FOR (NAME OF APPLICANT). No telephone calls, postcards, letters, or multiple inquires. No exceptions. Emails from parents, grandparents, or sponsors will not be answered. Applicant's email address only.

Applicants are urged not to wait until the end of the application period of 28 February to mail-in applications. Weather could affect the postmark date of the application. It is recommended applicant use certified mail as proof of delivery. The postmark date must be legible. If there is no postmark date visible, the application will not be accepted if it is received after the February 28 deadline. The Post Office will hand-cancel a stamped postmark upon request for confirmation to the applicant.

Mail applications to Scholarship, c/o Dorothy Stover-Kendrick, P.O. Box 134, Stilwell, KS 66085

NOTIFICATION PROCESS

The recipient will be notified by letter or email. Applicants will be notified on or before 01 June. Non-recipient applicants will be notified by mail or email as to why they were not selected.

RELEASE OF FUNDS

Upon selection of successful applicants, the checks will be mailed directly to the applicant's university of choice after receipt of evidence that applicants have enrolled in the designated university/school. (*August or September*)

ESSAY SUBMISSIONS:

The following three statements must be completed by all applicants; minimum one page per statement; maximum two pages per statement. Do not bullet list; we are looking for your ability to communicate in writing.

1. Tell us about the Marine you are related to when applying for this scholarship. (This could be your WMA sponsor if related, your mother, grandmother, father, grandfather, or aunt, uncle for example.) If self-sponsored, write about yourself.
2. Tell us about your community service in the last two years. Include the number of hours served, a description of what those hours involved, and what you have learned from the experience. Verification of service is required from all applicants. For high school and college students, this may be a school transcript, a letter from a service organization, or a copy of a recognition letter/certificate. Former/active/reserve Marines, the Volunteer Service Medal is accepted as proof.
3. Tell us about your goals after college.

WMA SCHOLARSHIP CHECKLIST

- ☐ **COMPLETED APPLICATION FORM.** The application must be typed. Handwritten applications will not be accepted. Application form can be downloaded at <https://www.womenmarines.org/scholarships>.
- ☐ **ESSAY SUBMISSION.** Include the three statements, minimum of one page per statement, maximum two pages per statement. Each statement on a separate page. "Tell Us" essays about your Marine descendant, your community service, and your goals after college.
- ☐ **PROOF OF ELIGIBILITY.** See requirements under eligibility for acceptable documents.
- ☐ **TWO PROFESSIONAL LETTERS OF REFERENCE.** (Letters from relatives are not acceptable.) Letters must be written within the past year and attest to the applicant's character, attitude, leadership ability, scholastic participation. High school students must include two letters from school personnel on official letterhead, signed and in sealed envelopes. DO NOT SEND copies of personal accolades. Other acceptable letters of reference may come from employers, military personnel, or anyone who can attest to your ability to succeed. Letters must be written within the last 12 months.
- ☐ **COPY OF TRANSCRIPTS.** All high school and college transcripts are sent to the Scholarship Chair or may be included in the applicant's package or sent electronically to scholarship@womenmarines.org. Parchment transcripts are acceptable. Applicants that have completed their first enlistment or have been out of the education pipeline for over 10 years are not required to submit an official high school transcript. Students living outside the continental U.S. (OCONUS) and will be attending an OCONUS college should provide transcripts and any test scores the applicant has and must include a grading key in-order-to compare GPA/ Test scores with U.S. schools.
- ☐ **LETTER OF ACCEPTANCE.** A letter of acceptance for the following year from the applicant's school of choice. Funds will not be released until proof of acceptance/enrollment is received.
- ☐ **BE ENROLLED FULL TIME.** All applicants must be enrolled as full-time students (12 credit hours) in-order-to be eligible for a WMA Scholarship. Master/Ph.D. applicants are required to take at least six (6 credit hours) each semester. Copies of course schedules are acceptable.
- ☐ **MALE APPLICANTS ONLY.** (Age 18-27) must submit proof of selective service registration.

NOTE: All applications must be completed as stated in these procedures to be considered qualified. Incomplete packages will not be considered. Pay attention to detail. You will be responsible for notifying your WMA sponsor as to whether you were selected or not.

IF UNSURE OF WHERE YOU ARE ATTENDING COLLEGE, THIS INFORMATION MUST BE PROVIDED WHEN NOTIFIED OF SELECTION. STUDENT/COLLEGE ID MUST BE PROVIDED AT THE SAME TIME.

The WMA Scholarship **application** and **updates** can be found on the WMA website under WMA PROGRAMS at:
<https://www.womenmarines.org/scholarships>

Reporting in... 1st Vice President

Take ownership of your Association

This has been a year to remember. At the end of 2020, we could see the light at the end of the tunnel and all the potential that the new year 2021 could offer. Transition into the new year is just what we needed. This is true for WMA as well. As Marines, we always dreaded new leadership because we knew that the way we always did things would change. After change was initiated, we began to understand that change was just what we needed.

Change is needed within WMA and we're asking for all your support during this transition.

Moreover, we are asking you to take ownership of our association. Quite often - and for many different reasons - the same people continually rotate through leadership positions. This, too, should change.

WMA is an organization for its members, run by its members, and now has administrative support from an association management company. This statement is 100% true; however, many of our members sit on the sidelines waiting for change without getting involved. So we are asking you to get involved, submit your options and suggestions, run for a local or national leadership position to break the cycle of circular leadership. If you cannot run for a position, actively support your current local and national leadership. Take ownership of and become responsible for our association.

Start with this edition of *'Nouncements!* You have the opportunity to voice your opinions straight to those in leadership positions. In the next few months, you will have an opportunity to vote, approve changes that we, the board, and you, as members, have requested; changes to Bylaws, Standing Rules, and governance structure. We are listening. We are here doing your will. Your vote will count. Take ownership of your association. We are here to help, to assist, to guide, taking ownership of our association. Will you join me?

Rosa Osborn

New WMA Chaplain

New year, new chaplain! Introducing Pastor Kay Reeb who is replacing Eileen Skakill. We'll miss you, Eileen! Thank you for your hard work and devotion to WMA. It is appreciated beyond words.

A native of South Dakota, Kay has spent the last 20 years in the Navy and Marine Corps serving on the U.S.S. John Kennedy for three years, and doing two tours in Iraq and Afghanistan.

You can find her contact information on Page 2 of this issue. Welcome Aboard, Kay!



Sister Marines: WMA Life Member Nancy Anderson is currently conducting research in preparation for a book for the Marine Corps History Division. The book's focus is on the political and military process of ending gender restrictions for military occupational specialties and unit assignments as well as the increase in leadership billets held by female Marines. If you are interested in sharing your stories of gender-integrated training or career paths, please email Nancy at LeadHers@aol.com.

In the October 2020 issue of *'Nouncements*, we paid tribute to the oldest living Marine, Dorothy "Dot" Cole, who had just celebrated her 107th birthday. Dot was also featured in the Commandant's November birthday video.

Sadly, Dot passed away from a heart attack on 7 January at her daughter's home.

Semper Fidelis, Marine. Job well done. Thank you for answering the call when your country needed you.



Chapters with WMA Email Addresses

| | |
|--------------------------------|--|
| AL-1 Heart of Dixie | al1@womenmarines.org |
| AZ-1 Roadrunners | az1@womenmarines.org |
| AZ-2 Saguaro | az2@womenmarines.org |
| CA-1 Greater Los Angeles | ca1@womenmarines.org |
| CA-2 San Diego | ca2@womenmarines.org |
| CA-3 Greater San Francisco Bay | ca3@womenmarines.org |
| CA-7 Edith Macias Van SoCal | ca7@womenmarines.org |
| CA-8 Palms to Pines | ca8@womenmarines.org |
| CA-11 Central Coast | ca11@womenmarines.org |
| CA-16 Major Megan McClung | ca16@womenmarines.org |
| CA-29 Twenty-Nine Palms | ca29@womenmarines.org |
| CO-1 History Chapter | co1@womenmarines.org |
| CT-1 Nutmeg | ct1@womenmarines.org |
| DC-1 District of Columbia | dc1@womenmarines.org |
| FL-2 Florida Gulf Coast | fl2@womenmarines.org |
| FL-3 Gold Coast of Florida | fl3@womenmarines.org |
| FL-7 Florida First Coast | fl7@womenmarines.org |
| FL-11 Bombing Betty's | fl11@womenmarines.org |
| FL-12 Heart of Florida | fl12@womenmarines.org |
| FL-13 Sgt Reckless | fl13@womenmarines.org |
| GA-1 Dogwood of Atlanta | ga1@womenmarines.org |
| GA-2 Semper Sororibus | ga2@womenmarines.org |
| HI-2 Wahine Koa | hi2@womenmarines.org |
| IA-1 Wild Rose of Iowa | ia1@womenmarines.org |
| IL-2 Blanche Osborne | il2@womenmarines.org |
| IN-1 Indiana | in1@womenmarines.org |
| INT-1 Women of War | int1@womenmarines.org |
| KY-1 Winning Colors | ky1@womenmarines.org |
| LA-1 Molly Marine | la1@womenmarines.org |
| MA-1 Bay State | ma1@womenmarines.org |
| MA-3 Capt Jennifer Harris | ma3@womenmarines.org |
| MD-2 Maryland Montezuma Reds | md2@womenmarines.org |
| MI-2 WMA Motor City | mi2@womenmarines.org |
| MI-3 Michigan | mi3@womenmarines.org |
| MI-4 Mid Michigan Marines | mi4@womenmarines.org |
| MN-1 Minnesota Leathernecks | mn1@womenmarines.org |
| MO-2 MO-KAN | mo2@womenmarines.org |



Chapters with Email Addresses (cont)

| | |
|---------------------------------|-----------------------|
| MO-3 St Louis Area Marines | mo3@womenmarines.org |
| NAT-1 Women Marines in Business | nat1@womenmarines.org |
| NC-1 Tarheel | nc1@womenmarines.org |
| NC-2 Wings | nc2@womenmarines.org |
| NC-3 Semper Fi | nc3@womenmarines.org |
| NC-4 Queen City | nc4@womenmarines.org |
| NC-5 Port City Marines | nc5@womenmarines.org |
| NC-6 Cape Fear | nc6@womenmarines.org |
| NE-1 Lady Leathernecks | ne1@womenmarines.org |
| NJ-3 New Jersey Devil Dogs | nj3@womenmarines.org |
| NM-1 Sandia | nm1@womenmarines.org |
| NV-3 Sagebrush Marines | nv3@womenmarines.org |
| NY-6 Ramona Valdez | ny6@womenmarines.org |
| NY-7 Long Island | ny7@womenmarines.org |
| NY-8 Western New York | ny8@womenmarines.org |
| OH-1 Emerald | oh1@womenmarines.org |
| OH-2 Emma Holmes | oh2@womenmarines.org |
| OH-3 Ohio | oh3@womenmarines.org |
| OK-2 Heartland | ok2@womenmarines.org |
| OR-1 Lady Marine Rose | or1@womenmarines.org |

| | |
|-------------------------------|----------------------|
| OR-3 Eager Beavers | or3@womenmarines.org |
| PA-2 Tun Tavern Marines | pa2@womenmarines.org |
| PA-4 Steel City Marines | pa4@womenmarines.org |
| RI-2 Cpl Holly Charette | ri2@womenmarines.org |
| SC-1 Phyllis Alexander | sc1@womenmarines.org |
| SC-2 True Grits | sc2@womenmarines.org |
| TN-1 Rocky Top | tn1@womenmarines.org |
| TN-2 Delta Blues | tn2@womenmarines.org |
| TN-3 Music City Marines | tn3@womenmarines.org |
| TX-1 Lone Star State | tx1@womenmarines.org |
| TX-3 San Antonio Rose | tx3@womenmarines.org |
| TX-5 Heart of Texas | tx5@womenmarines.org |
| TX-6 The Gruene Marines | tx6@womenmarines.org |
| TX-7 Opha May Johnson | tx7@womenmarines.org |
| VA-1 Crossroads | va1@womenmarines.org |
| VA-3 Hampton Roads | va3@womenmarines.org |
| VA-4 Central Virginia Marines | va4@womenmarines.org |
| WA-3 Northsound | wa3@womenmarines.org |
| WI-1 Wisconsin Women Marines | wi1@womenmarines.org |
| WV-1 Martcoto | wv1@womenmarines.org |

Find locations for these chapters and chapters that are forming at <https://tinyurl.com/y4dt9zo3>

What to Send Where

The following go to the Membership Team: Membership@womenmarines.org

CHAPTER OFFICER INFORMATION: To include changes to any officers of the chapter. Please check to insure that all dues are current and current information is provided.

CHAPTER ROSTERS: Check quarterly rosters and provide all changes. Assure that we have current address, phone, emails and next of kin. Assure that members have correct chapter designation.

ADDRESS CHANGES: Please submit all changes to your contact information to include mailing address and email changes.

NEXT OF KIN: Please provide the contact information for a family member or friend should we not be able to contact you during times of emergency.

DEATH OF A MEMBER: Send the name of the deceased, along with the full name and address of the next-of-kin and their relationship information. (e.g. son, daughter, friend, husband, etc.)

COMMUNICATION PREFERENCE: If you want to get 'Nouncements and the Resource Manual and Directory (RM&D) in hard copy by mail. Go Green and go electronic.

RENEWAL OR NEW MEMBERSHIPS: Applications are available online and in the quarterly WMA 'Nouncements. You may renew/join by sending the application along with your check to: Women Marines Association

25 Century Blvd, Suite 505

Nashville, TN 37214

You may also renew/join online at www.womenmarines.org.

CHECKS FOR DONATIONS TO ANY OF THE WMA FUNDS: Donations may be sent to the Official WMA mailing address or made online at the WMA website. Donations are accepted in memory of or in honor of a loved one. Donation opportunities are listed online and in this RM&D. Unless otherwise specified, donations will go into the WMA General Fund.

Consider making monthly donations via the "I Pledge" program. Donations can be mailed to:

Women Marines Association

25 Century Blvd, Suite 505

Nashville, TN 37214

INFORMATION ON CHAPTER ACTIVITIES: For inclusion in WMA 'Nouncements, send to the Editor at Editor@womenmarines.org. For the WMA groups, the WMA blog, Twitter or Facebook send to PRO@womenmarines.org.

STATE OF MISSOURI



John R. Ashcroft
Secretary of State

CERTIFICATE OF GOOD STANDING

I, John R. Ashcroft, Secretary of State of the STATE OF MISSOURI, do hereby certify that the records in my office and in my care and custody reveal that

WOMEN MARINES ASSOCIATION

N00027183

A Missouri entity was created under the laws of this State on 2/23/1982, and in Good Standing, having fully complied with all the requirements of this office.

IN TESTIMONY WHEREOF, I hereunto set my hand and
cause to be affixed the GREAT SEAL of the State of Missouri.
Done at the City of Jefferson, the 23rd day of August, 2020.


Secretary of State

Certification Number: CERT-IN18545



**WOMEN MARINES ASSOCIATION
WMA 'NOUNCEMENTS
401 EDGEWATER PLACE, SUITE 600
WAKEFIELD, MA 01880**

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PERMIT NO. 1562

A new monument honoring all military servicewomen has been unveiled at Arlington National Cemetery.

The life-size bronze sculpture, titled "The Pledge," shows a woman in full combat uniform bonding with a service dog.

"The Pledge' captures a brief private moment of mutual respect and love, with duty calling," the description of the statute on the website of sculptor Susan Bahary reads, who is in the photo to the right.

The monument, commissioned by the U.S. War Dogs Association, is available for public viewing at the Women's Memorial (WIMSA).

