



## SOCIETY OF THE THIRD INFANTRY DIVISION, U.S. ARMY

### PRESIDENTS MANUAL AND STANDARD OPERATING PROCEDURES (S O P)

Revised May 13, 2010

This Manual and Standard Operating Procedure is for the Society of the Third Infantry Division. It is revised from time to time by incumbent officers of our Society, and is to be passed on to each successive new set of officers for better understanding of the procedures necessary to best accomplish their assignments. It is a manual prepared to assist in the performance of these duties.

Operating procedures are established by the Executive Committee, Staff and committee chairs and members.

Each successive administration is charged with the responsibility to maintain this file in accordance with changing times and conditions. The basic purpose of this SOP is to make it possible for newly elected or appointed persons to step into the job, perform the duties required with a minimum "on the job" training time.

This SOP is not a substitute for the Constitution and By-Laws, which are the law of the Society; but only a detailed job description of the duties set forth in those documents.

The duties of each office are specifically set forth in Section IV of the By-laws. This manual explains in more detail these duties. A job may be done in many ways and still be within the law. Here, we are pointing out the most efficient manner we have found to do these jobs.

#### EXECUTIVE ORGANIZATION (Elected and Appointed officers)

The Membership has the responsibility to elect officers that are committed, capable, and willing to serve. Associate Members may vote for officers and constitution and by-law changes

All appointees should be carefully selected by the president for ability and interest. Candidates for president should take time in advance of the reunion to put together a competent and congenial staff in the event they are elected to President.

It is very helpful if officers and appointed staff have email or access to email.

Terms end for all appointed staff and committee chairs at the same time the term ends for the President who appoints the staff and chairs.

## PROTOCOL FOR CONDUCTION SOCIETY BUSINESS ON EMAIL

The Executive committee may use email to conduct business.

Any elected committee member may present a motion. The motion will be sent only to the president. The president will verify the motion is in order and clearly stated. If necessary, the president will have it clarified. Once clarified, the president will send e-mail to all voting members informing them that there is a matter for the committee to consider and members are to notify the president that they are available to participate. When verified that a quorum (6) can participate, the president will send email to all elected members stating "There is a motion that. . ." and ask, "Is there a second to the motion?" If there is a second, the president will email the reason that the motion was submitted and ask if there are any comments. Comments will then be sent to the president and all other elected committee members. Each member may send two emails with comments. After receiving comments, the president will send an email asking if there is any further debate. If there are no further comments, the president will email all elected committee members and call for a YES or NO vote to be sent to him by a specific date. After receiving and counting the votes, the president will announce the results. Motions approved by the Executive Committee will be reported to the society membership for their approval or rejection.

### A. ELECTED OFFICERS

**1. PRESIDENT** The President is the Chief Executive Officer of the Society. . Nominees for the office of President should have been active in various offices and committees of the Society, be well grounded in the activities of the Society, and should have demonstrated ability, commitment, and dedication to the Society. The president has the leadership role in proposing, formulating and guiding the actions of the Executive Committee and implements the decisions of the Committee. In the event of death, resignation, or any other reason, the National President cannot continue in office, the Executive Committee will determine if the Vice President of the region in which the departing president resides is willing and capable to assume the presidency. If not the next senior Regional Vice President will be contacted to see if he/she can assume the presidency. If not, the last Vice President will be contacted. If none of the Vice Presidents are able to assume the presidency, the Executive Committee will select a willing past president to assume the presidency until the next election.

Duties include:

- Chairing the General Membership and Executive Committee meetings
- Representing the Society in official contacts with other organizations
- Writing a message for each issue of the Watch

- Appointing members to fill the staff positions: Active Duty Liaison, Chaplain, Historian, Judge Advocate, Medical Officer, Quartermaster, Sergeant at Arms, Webmaster/Database Manager
- Appointing committee chairs for Audit, Awards, Constitution and By-Laws, Membership, Nominations, Public Relations, and Troop Support
- Sending a personal letter to each newly designated Commanding General of the active division welcoming him to the Society
- Sending a personal letter to the Commanding General inviting him to attend the annual national reunion
- Providing guidance to all Chairmen and staff officers

**2. REGIONAL VICE PRESIDENTS:** Members of each of the three regions, Western, Central, and Eastern, shall elect a Vice President for the region in which they reside. The Vice President must be a resident of the region from which he is elected.

- Vice Presidents serve on the Executive Committee and on the Awards Committee. They are the regional leaders and stay in constant contact with the Outposts of their region, help Outposts in any way they can, encourage Outposts in their activities, recruitment, and service to members
- It is incumbent on the Regional Vice President to encourage Outposts of his region to make bids for the reunion when it is the turn of the region to host a reunion.
- When they accept the nomination for this post, it is understood they are expected to attend the annual business meetings held during the annual reunion of the Society
- They will answer all correspondence and vote on all matters requiring Executive Committee action

**3. COMMITTEEMEN.** Each region elects two Committeemen. Only members residing in the region, or members of an outpost in that region, may vote for the candidates of their Region.

- The Committeemen serve on the Executive Committee and are responsible along with the other elected officers to conduct the business of the Society.
- They are responsible for promoting the success of the Outposts in their Region, assist with recruitment and public relations activities.
- When they accept the nomination for this post, it is understood they are expected to attend the annual business meetings held during the annual reunion of the Society.
- They will answer all correspondence and vote on all matters requiring Executive Committee action.

**4. SECRETARY/TREASURER:** The Secretary/Treasurer should be competent in bookkeeping, banking record keeping, letter writing and proficient in the use of a computer. He/she is the primary National contact with Outpost Secretaries and should maintain the procedures for ensuring the complete and timely transfer of membership information and dues payments between National and the Outposts. Duties include mailing raffle tickets, preparing an annual budget for Executive Committee

review/approval, submitting an annual financial report for publication in the Watch on the Rhine, receiving and depositing all funds, paying all authorized expenditures, recording, transcribing and distributing minutes of the General Membership meeting, Executive Committee meetings, and updating the C&BL and placing it on the Internet annually to incorporate changes approved by the membership.

The Secretary-Treasurer has the responsibility as the custodian of our various funds:

- **Checking Account fund.** It is the fund used to pay our bills. Money is deposited into it from the General Fund as needed
- **General Fund** is money from dues, donations, and miscellaneous sources and serves as a reserve to the Checking Account Fund
- **Life Member Fund** Money in this fund is used to support Life Members services such as the WATCH mailings. Eighty percent of life member dues go to the Society and twenty percent goes to the Outpost of the Life Member 29.9% of Life Member dues received is deposited into the Life Membership Fund
- **Troop Support Fund.** From time to time General Fund money, with the approval of the Executive Committee, is used to support the Troop Support Committee in its assistance to wounded veterans and active duty veterans
- **Memorial Fund.** From time to time members make contributions to this fund, often in honor of departed comrades. This money is reserved for projects that memorialize our active duty soldiers, Society veterans, and the Society
- **Chateau Thierry Fund.** A special fund is available to be used in the maintenance of our WW I monument at Chateau Thierry

## **B. APPOINTED COMMITTEES**

1. **AUDIT COMMITTEE** The chairman is appointed by the President. The Chairman usually lives near the Secretary/Treasurer. If possible the Chairman should be a CPA or an experienced accountant.
  - The committee makes an annual audit to determine that the Secretary/Treasurer is doing the job properly, that all funds on hand, received, and dispersed are accounted for
  - Special audits may be held on the request of the Executive Committee. A report is made to the President and Executive Committee of their findings prior to the annual business meeting
  - The committee may make any recommendations concerning the Secretary/Treasurer's job or technique, but the President and Secretary/Treasurer are not mandated to follow their suggestions
  - The committee is responsible for the audit of the Society funds and accounts starting at the time they are received from the outgoing Secretary-Treasurer until they are turned over to the next Secretary/Treasurer
2. **AWARDS COMMITTEE.** The chairman is appointed by the President and will serve with the three Regional Vice Presidents as a committee formed to implement the Society's wishes to honor and show appreciation to individuals for their services to the Society, their community, and our country. The Chairman

will have a notice published in the April issue of the WATCH ON THE RHINE requesting nominations for awards. The Committee will make their selections using these nominations and other suggestions that they may receive. The Chairman of this committee within approved budget will prepare plaques and awards. The awards will be presented at the reunion banquet. The presenter will prepare a brief statement telling the audience the name of the recipient, the award, and the service performed by the recipient. Awards will be made only when the Society feels they are justified. The Society awards consist of the Audie Murphy Achievement Award, Society Service Award and Society Associate Service Award. Special awards may be given on the direction of the President and the Executive Committee. The Awards Committee may consult on awards with the members of the Executive Committee if they wish. Recipients of awards are to remain secret until the annual banquet.

**The Audie Murphy Achievement Award:** The requirements for the Audie Murphy Achievement Award are as follows: The recipient must have been a member in good standing of the Society for at least three years or a former distinguished member of the Third Infantry Division or worthy national leader. Some of the considerations for this award are exemplary military service, service as an elected national Society officer, appointed or elected including Outpost officers and members, outstanding service by Society members to their community, state, or nation.

The Society Service Award may be presented to a member in good standing of the Society for exceptional service to the Society. The recipient must have been a member of the Society for a minimum of three years.

The Associate Member Service Award may be awarded to an Associate Member in good standing of the Society for exceptional service to the Society. The recipient must have been a member of the Society for a minimum of three years.

The Awards Committee Chair will prepare a plaque to be presented to the retiring president by the new president for the appropriate reunion. The plaque will express the Society's appreciation for distinguished service as president.

- 3. CONSTITUTION AND BY-LAWS COMMITTEE:** The chairman is appointed by the President with the approval of the Executive Committee, and C&BL committeemen are selected by the Chairman of the committee. The Committee shall receive all proposed Constitution and By-laws changes, screen out those not worthy of consideration, submit all questionable proposals to the Executive Committee, and write up changes in proper form. The Chairman shall submit the final draft of amendments to the President and Executive Committee for approval. The draft, approved by the Executive Committee, will be sent to the Editor of THE WATCH to be published not later than the June issue of THE WATCH. The mail-in ballots will be counted and recorded, and the results reported at the Business Meeting at the Reunion.

4. **MEMBERSHIP COMMITTEE** The chairman is appointed by the President. The Chairman may select one or more members to assist in promoting membership. The Chairman will provide membership brochures. The Chairman will answer membership inquiries with a letter, membership brochure, and information on the Society. He will assist the Secretary/ Treasurer in reducing the number of dues delinquencies, and will encourage members that have allowed their membership to lapse to reinstate their memberships. He will work closely with the Active Division to encourage active duty soldiers to join the Society
5. **NOMINATIONS AND ELECTION COMMITTEE:** The chairman is appointed by the President. The Chairman may select committeemen to help in the nomination and selection of candidates for national office. The chairman should start in the beginning of the year to find members to serve the following term. The Chair will provide a notice calling for nominations and submit it to the Editor of THE WATCH for publication in the December issue. The Chair will determine the acceptance in writing of all those nominated for office to serve if elected. When the nominations are closed and there are contested offices, the chairman will submit a ballot for publication in the June issue of the WATCH. The committee will verify the eligibility of voters, count all ballots, and report the count at the annual reunion, if there are contested offices.
6. **PUBLIC RELATIONS COMMITTEE** The chairman is appointed by the President. The Chairman may select one or more members to assist in informing the public about the Society of the Third Infantry Division. He will make recommendations on the advisability of advertisements in veterans publications, and will handle all approved efforts for advertising for new members The committee has a special obligation to publicize the annual reunion, and any other activities of the Society that require widespread general knowledge. The committee will work closely with the Membership Committee in promoting membership in the Society.

#### C. APPOINTED STAFF

1. **CHAPLAIN:** The Chaplain is appointed by the President, and will be called on to offer invocations, benedictions, and other prayers as needed. He will assist in annual Memorial Breakfast Ceremonies during the Society reunion. He will prepare a Chaplain's column for issues of the WATCH. He will attempt to bring comfort and spiritual help to our members. He/she may appoint an assistant chaplain if desired.
2. **EDITOR:** The Editor of the WATCH on the RHINE is appointed by the President with approval of the Executive Committee. He/she is responsible for the printing and mailing of the WATCH. He/she cannot be dismissed without the approval of the Executive Committee. The Editor should have a good knowledge of the English language, have access to, and ability to use a computer, fax, and e-mail. The editor should have familiarity with one or more desktop publishing programs, or have the ability to work with individuals or organizations having the ability to write and format the WATCH. The Editor should have a good knowledge of the structure of the Society, and preferably have had some experience with the duties in an outpost or on a society committee. The Editor should have a strong commitment to the Society, knowing that the WATCH is the

most important instrument the Society has to maintain morale of its members and to keep our members informed of a wide variety of information. The Editor should keep the articles in the WATCH free from political invective, personal attacks, and be careful to maintain a very positive and uplifting tone to the publication. The Editor must have common sense to know what our members like to read and want to know. Much of the success of the Society depends on the quality of the WATCH. . (A suggested operating procedure is enclosed as an appendix. D)

3. **HISTORIAN:** The Historian is appointed by the President. This person must have an interest in the history of the Third Infantry Division and its units. The historian will be the custodian of the Society Archives. He/she shall store and maintain the Archives in good condition in their home. He/she will try to find a site to display our memorabilia so the material can be seen by the public. Once there is such a site, the Society's National Archives will be stored and displayed at this site. He/she will execute a codicil to his/her will stating the Archives are the property of the Society of the Third Infantry Division. If the Historian should die in office, the heirs will notify the Society and, at the expense of the Society, shall ship the Archives as directed by the President. A copy of the codicil will be maintained in the records of the Society in the custody of the Secretary/Treasurer.
4. **JUDGE ADVOCATE:** The Judge Advocate is an appointed officer. He interprets the Constitution, By-laws and Rules of the Society. His interpretations can only be changed after due consideration and vote of the Executive-Committee. He assists the President in maintaining order at meetings. Issues of parliamentary procedure not covered in the Constitution and By-laws will be settled with Robert's Rules of Order The Judge Advocate will be familiar with these rules and able to advise on parliamentary procedures. The Judge Advocate will serve as an Ex-officio member of the Executive Committee and will not have a vote.
5. **MEDICAL OFFICER:** The Medical Officer is appointed by the President. This officer can advise on medical and health concerns of the Society. The main duty is to remind all members of the Society the roll played by our medical officers, nurses, and medical aid people during the time of battle. Many veterans of our society are alive today because of the work of our medical services, and we want to remember and honor them.
6. **DATA BASE ADMINISTRATOR (DBA) and ROSTER MANAGER:** The Database Administrator and Roster Manager is responsible for maintaining an accurate database of the society members. The President, with the approval of the Executive Committee, appoints the Database Administrator. The DBA assists the elected and appointed officer off the Society by providing roster reports. DBA SOP is found in Appendix D.
7. **WEBMASTER:** The president, with Executive Committee approval, will appoint the WEBMASTER. The WEBMASTER is responsible for maintaining an accurate, informative and visually appealing website that represents the Society of the Third Infantry Division. The SOP for the WEBMASTER is in Appendix E.
8. **ACTIVE DUTY LIAISON:** The ACTIVE DUTY LIAISON shall represent and speak on behalf of the Society before the Third Infantry division and all units, government agencies and for businesses in the event the Society President cannot perform these functions.

9. **REUNION HOST** - Annual reunions usually will be run by an Outpost Reunion Committee under the leadership of a Chairman appointed by the Outpost. The Chairman and Reunion committee have full responsibility and authority. They are not subject to the dictates of the national officers, but are required to work in cooperation with those officers concerning a format. The format that can vary from year to year according to the members expected to attend such as special guests and delegations from the Active Division and units of the Division. The Reunion Committee is responsible for all expenses associated with the reunion including any associated with special guests, the army delegations, etc. Society money may not be budgeted or used for the Annual Reunion. All income in excess of costs shall remain with The Host Outpost. Individuals are not authorized to form a Reunion Committee outside of the jurisdiction of a Host Outpost. Reunions are the functions of Outposts. A complete REUNION SOP is attached.

In the event no Outpost is willing to host a reunion in the region that is due to host a reunion, the National President will appoint a Reunion Chair, and the Society will be responsible for the reunion including all the financial obligations entailed.

The Outposts and the Society are strongly urged to use professional reunion planners to assist in the organization and execution of the reunion.

10. **SERGEANT-AT-ARMS.** The Sergeant-At-Arms is appointed by the President. He will assist the President in maintaining order at the annual meeting. He will assist in setting up the meeting room and making certain National and Society colors are in their stands or that they shall be posted at the beginning of the meeting. He will assist in roll calls; help in escorting honored guests; guard the entrances to the hall to assure no unauthorized persons are in the meeting room. He shall perform such other duties as needed and requested by the President and membership.
11. **QUARTERMASTER:** The Society will have only one official Quartermaster appointed by the Society President with Executive Committee approval. The designated Quartermaster will select and maintain an assortment of items for sale, concentrating on, but not limited to, items identified with the 3<sup>rd</sup> Infantry Division, the U.S. Army, or any unites attached, at any time, to the 3<sup>rd</sup> Infantry Division in war and peace.

The Quartermaster will be allotted a one-half page ad, free of charge, in each issue of the *Watch on The Rhine*, to advertise items being offered for sale and will pay 50% of all Quartermaster profits, after costs and expenses, to the Society during the first week of every month.

Should the Quartermaster choose to maintain a website, he or she will work with the Society Webmaster to establish a link from our Society web-page to the Quartermaster's website.

## II GOVERNORANCE OF THE SOCIETY

- A. **EXECUTIVE COMMITTEE** - This committee is chaired by the President, and is the governing body of the Society. They must conduct their business in accord with the Society Constitution and By-laws. The committee establishes the policies of the Society and transacts the business of the Society that is not set or transacted during the general membership meeting. The committee has full authority to make decisions when the membership is not in session and any actions taken must be reported to membership at the annual business meeting for approval.

All decisions are by a simple majority vote of a quorum of 6. Voting can be in person, by mail, by phone, or by electronic mail.

- B. **EXECUTIVE COMMITTEE MEETINGS:** Two meetings are scheduled during the annual reunion. One meeting is before the general membership business meeting, and one following the business meeting. These meetings are normally held on Thursday afternoon and Saturday afternoon. Absent members are required to appoint another person to vote their proxy. Absent members are required to submit a report of their Society activities to the president. Any member failing to meet these responsibilities is subject to replacement.

- **FIRST ANNUAL MEETING:** At the first annual meeting before the reunion General Membership Meeting, business shall be conducted as deemed necessary by the President and committee members. Matters pertaining to business to be considered at the annual business meeting may be discussed, as well as matters pertaining to the elections, awards, amendments, financial statements, approval of new Outpost Charters.
- **SECOND ANNUAL MEETING** At the second annual meeting, the following business shall be considered: Approval of staff appointments for the coming year; Approval of the budget for next fiscal year; consideration of any business deemed necessary by the President and members of the Executive Committee.

The minutes of the Executive Committee meetings, budget, and financial statements will be published in The WATCH.

Various requests and issues will be brought before the Executive Committee during periods before and after the Annual Reunion. The Executive Committee has the responsibility and authority to make whatever decisions are necessary for the good of the Society.

If any decision sets up the necessity of a Constitution or By-laws change and approval by the General Membership, send a copy to chairman of the Constitution and By -Laws Committee for processing.

Meetings conducted by email will follow a prescribed procedure as set forth in the SOP for email meetings.

### III EXECUTIVE COMMITTEE SELECTION OF HONORARY MEMBERS

In accordance with Article 3.7 of the constitution, the Executive Committee is responsible for the selection of honorary members.

- A. **PURPOSE:** To recognize, honor or reward non-members for outstanding service or contributions to the Society. An active member of the Society may be awarded Honorary Membership if he/she can no longer serve as an active member due illness or any other valid reason for surrendering hi/her active status and meets the criteria for membership.
- B. **CRITERIA:** Considerations in evaluating honorary membership should include significant conspicuous contribution in fostering some or all of the objectives of the society stated in Article 2 of the constitution, and the performance of some outstanding service that has markedly benefited the society.
- C. **METHOD:** Any member may submit a recommendation to add any eligible person, or remove someone as an honorary member, at any time to any society officer. The recommendation will be in writing with adequate information for the executive committee to make a decision. The executive committee must evaluate all recommendations. The executive committee by majority vote will determine the appropriate action. The decision by the executive committee will take effect immediately. The results will be recorded in the Executive Committee minutes and published in the "Watch on the Rhine." The president will send an appropriate letter to the person granted honorary membership.

### III. GENERAL MEMBERSHIP MEETING DURING THE ANNUAL REUNION.

1. Call to order
2. Sergeant-at-Arms post colors
3. Pledge of Allegiance
4. Invocation by Chaplain
5. Roll call of National Officers
6. Sergeant-at-Arms determines quorum count
7. Vote on debate time limit
8. Acknowledge personnel
  - Medal of Honor Recipients
  - Active Division Commanding General or representative
  - Division Command Sergeant Major and Division delegation
  - Division Soldier of the Year
  - Division NCO of the Year
  - Officers of General rank
  - Members of Reunion Committee and Host Outpost Officers
  - Members of National Staff

- Introduce past presidents of the Society
  - Membership and Outpost count
9. Old Business
    - Minutes of last meeting
    - Secretary-Treasurer's report
      - Committee Reports
        - Audit
        - Membership
        - Public Relations
        - Active Duty Liaison
  10. New Business
    - Constitution and By-Laws Chair and Nominations Chair report results of mail-in ballots
    - Vote on reunion location
    - Approve Executive Committee actions taken during the year
    - Comments from the floor
  11. Instillation of officers.
  12. Comments from President-elect and his report on staff, committee chairs
  13. Division Commander's report
  14. Benediction by chaplain
  15. Adjournment
  16. Sergeant at Arms retires the colors

#### IV. MISCELLANEOUS ITEMS

- A. **NEWS LETTERS BY OUTPOSTS OR AREAS:** Outpost and Unit Newsletters promote activity and enthusiasm where used. Of course, they are not the business of national and national officers can only encourage and suggest they use the following guidelines that have been successful for other OP's and areas.
  - Local personal News: more detailed than the space available in *The Watch on the Rhine*.
  - Alternate monthly issues - Usually printed and mailed during the month when *The Watch on the Rhine* does not come out. An OP may have a special message to get out at any time.
  - Economical size: Keep size as reasonable as possible to produce and mail. Controversy, offensive statements, and political issues should be avoided
- B. **HONORARY PRESIDENT AND VICE PRESIDENT**
  1. Upon receipt of information by the President that a new Commanding General has assumed command of the active division, The President shall:
    - Notify the editor of The WATCH on the RHINE of the change so he/she can correct the information in the Watch
    - Notify the Secretary/Treasurer who prepares a membership card with the general's name and forwards the card to the CG with an appropriate letter, promptly

- Write congratulatory letters to both the incoming and the outgoing generals
  - When possible, attend the Change of Command Ceremony and present the letters, and membership card
2. The Command Sergeant Major of the Division will serve as Honorary Vice President of the Society of the Third Infantry Division.
- C. **RECORDS:** All files and correspondence other than that which is personal or derogatory are to be passed on to the next president. The outgoing president should check his files and eliminate that material that is not pertinent to the next year's business and is already on file with the Secretary-Treasurer. Important files to the new president are:
- Past Executive-Committee meeting reports
  - Correspondence on special unfinished programs
  - Judge Advocate Rulings
  - Prospective member files and records
- D. **REVIEW:** Continuity of SOP from the outgoing administration to the following administration.
- From time to time, it will be incumbent on the leadership of the Society to review and revise the Manual and Standard Operating Procedures. The Chair of the Constitution and By-laws committee is responsible for keeping the SOP up to date. Copies of all SOP changes will be forwarded to the National President for approval by the Executive Committee. The document will be distributed as needed.
- E. Chateau Thierry, France: Originally established after WWI, was destroyed during opening battles of WWII. Half the cost to repair was by the Society and the active 3ID Division. The responsibility to maintain is the responsibility of the Society and the active division.
- F. Arlington Cemetery: A 3ID memorial monument erected in Arlington Cemetery paid for by members of the Society of the Third Infantry Division. Permission to locate it was due to Public Law 100-456, 9-29-88, authorized "b" to establish on the grounds of Arlington National Cemetery a memorial in honor and in commemoration of the members of the "Rock of the Marne" of the 3<sup>rd</sup> Infantry Division, U.S. Army who served their country in WWI, WWII and the Korean conflict. Approved by the Secretary of the Army. The cost and placement was the responsibility of the Society of the 3<sup>rd</sup> Inf. Div. Section 2818 (b) (4) states the maintenance and care of the memorial authorized under this section shall be the responsibility of the Secretary of the Army.
- G. Benches at Warriors Walk, Ft. Stewart, GA: Five benches located along Warriors Walk, Ft. Stewart, GA, paid for by Society funds from the Memorial Fund account. Maintenance is to be the responsibility of the local Boy Scout troop, the

active Division, the Society of the 3ID and VA organizations, whoever is available.

## APPENDIX I OF STANDARD OPERATING PROCEDURES (SOP)

### A. SOP FOR THE SECRETARY/TREASURER

This SOP is published as guide for the national officer elected as Secretary-Treasurer. It is recognized that the methods for accomplishing the duties are subject to individual interpretation provided that the records are maintained in a usable fashion. An annual Tax Return must be filed with the IRS as required if gross receipts are more than \$10,000 (Tax Number EIN 52-606-3582). He shall be bonded to the gross amount of all accounts plus a safety margin for growth in accordance with Executive Committee directive at the time of election. . The bond will be renewed without order of the Executive Committee if the Secretary-Treasurer is re-elected. Annual fees must be paid to the State of Illinois. (Office of the Secretary of State, Springfield, IL 62756 - filing date- May, fee - \$10.00) He will maintain a supply of necessary material used by the Society. He acts as recording secretary at all general meetings and provides copies of these minutes to the president and editor of the Watch for publication. He handles the majority of the correspondence and maintains proper files. He also maintains files of important correspondence of the president and the editor for future reference. He is the custodian of important records of the Society activities. At the end of each fiscal year he discards non-current material or sends to the historian for permanent storage. Receipted bills may be discarded at the end of the fiscal year after review by the audit committee.

He will maintain records of present outpost numbers (active & inactive) including locations, charter records and activities and personnel, He will also have a record of inactive OP numbers, their locations and dates of existence. One Signature is required on checks and/or withdrawal slips. Society funds not needed for day-to-day operations should be invested in insured financial instruments such as C.D.s or insured bond accounts in order to earn the maximum amount of interest. Checking Account Bank must be a member of the Federal Reserve System with FDIC insurance. Bookkeeping and recording of funds will be in accordance with good accounting procedures. The following accounts are recommended:

1. Receipts
  - Annual dues
  - New Life Dues
  - Raffle tickets Sales
  - Roster Sales
  - General Fund (Donations and Interest)
  - Decals Sales
  - Memorial Fund
  - Scholarship Foundation (Memo Only)
2. Disbursements
  - Watch Printing & Postage
  - Headquarters Expense
  - Raffle

- Annual Dues Cards
  - Member Cards
  - Society Roster Printing and Postage
  - Active Duty Liaison
  - Editor
  - Membership
  - Public Relations
  - Awards
  - Historian
  - Memorials
  - Nominations and Elections
  - Website
  - Dues and Donations to Outposts
  - Database Administration
  - Expense Allowance
  - Scholarship Foundation (memo only)
  - Troop Support
3. He is the custodian of the Society Colors, responsible for their delivery to the National Reunion Committee. Care must be taken to assure that they are returned to his possession, complete, clean and in their proper cases after the annual reunion
  4. He is administrator of the Outpost At Large.
  5. July Annual financial report to president and editor.
  6. Following annual reunion Minutes of executive committee and general business meeting minutes to editor.
  7. May raffle tickets w/publisher.
  8. New membership cards and Watch to new members.
  9. Update and publish the most current release of the Constitution and By-laws.
  10. For new members: issue laminated membership cards signed, and indicate the date issued (month and year) and the outpost to which the member has been assigned (usually the Outpost nearest the member).
  11. Life members are issued a laminated card of a different color as well as a Certificate dated and signed by the Secretary/Treasurer. The Life Membership Card indicates the Rank, Unit, and period of time served (Example: WW2, Korea, Cold War, and so forth).

## **B. ACCOUNTING**

The S/T maintains the bookkeeping records, makes all deposits and writes all checks. The classification of all receipts and disbursements should be such that Financial Statements can be prepared for publication in the Annual Report and for the proper preparation of the required Federal Tax return Form 990.

## **C. GENERAL**

- The S/T receives the extra copies of the Watch and mails copies to selected individuals as requested by the President
- The S/T buys the bonds or other prizes for the winners of the annual Society Raffle, which is conducted during the National Reunion.
- The S/T keeps the permanent records of the Society and takes the Minutes at the Executive Committee and General Business Meeting, types them for printing in the following Watch.

#### **D. DATABASE ADMINISTRATOR (DBA) and ROSTER MANAGER JOB DESCRIPTION**

- The DBA supports and maintains an accurate database of all information related to Society members. This database is maintained in a spreadsheet format to allow for sharing among elected and appointed officers
- The DBA maintains the privacy of Society members by limiting access to the database
- The DBA ensures the database information is current and accurate by coordinating with the Membership chair and the Secretary/Treasurer. The DBA updates the database based on membership renewals and new member information
- The database includes a table of current members with information on former members of the Society where available
- The DBA develops and maintains regular and special reports from the database and distributes these reports to the elected and appointed officers as required.
- DBA maintains official dues payment records including special categories. He ensures that persons enrolling and/or renewing membership are credited with membership fees.
- The DBA prepares the Official Printed Roster every three years for the Publisher.
- New members should be identified on the Roster in some way (or by a separate list) so that the editor can readily publish the New Members in the Watch.
- The members who die are indicated on the Roster as such then removed. A separate TAPS list is maintained so the names can be published in the next Watch. The names of all members who have deceased since the previous annual reunion are read at the next annual reunion at the Memorial Breakfast
- Some Outposts mail their own annual dues notices and some request that National do so.
- The Outposts should be requested to advise National of their preference. Some Outposts request that National provide mailing labels.
- National mails the Dues notices to the At Large (FBA) members and retains 100% of the Dues received
- Roster Management:
  - Maintain the Roster up-to-date with changes for new members, deceased members and provide to the publisher and Watch editor, and President if requested, in time to publish the Watch
  - Review roster for those who should be deleted for delinquent dues payment and for those deceased

- Change addresses as notified by member, returned mail or otherwise. Many members have different winter and summer addresses. They should notify you when the change occurs
- When dues are received, indicate on roster the paid-up-to date. Regular member dues are for the period July 1 through June 30.
- When new members join after December, it has been the custom to consider them paid up through June of the following year.

#### **E. WEBMASTER JOB DESCRIPTION**

- The Webmaster makes every effort to produce an interesting and informative website that serves the purpose and goals of the Society of the Third Infantry Division and the 3<sup>rd</sup> Infantry Division. He/she abides by the Society directives pertaining to the publication of content pertaining to the Society and the division
- The Webmaster accepts letters, photographs links, and articles from the membership for posting. He/she is free to edit these for suitability and source availability. He/she rejects items that are inconsistent with the purpose and goals of the Society. Items that are personal in nature, that attack, degrade, or embarrass individuals or groups of the Society or veterans or members are not posted. The Webmaster is free to establish the format and layout of the website
- The Webmaster coordinates with the Editor of the WATCH and other elected and appointed officers of the Society to ensure that collaborative and accurate information is maintained. The Webmaster provides a link and a PDF link to the WATCH on the website. The website is not intended to replace the WATCH, but to complement the content of the WATCH. The Watch issue previous to the current one is published on the website
- The Webmaster coordinates and obtains hosting services for the Society. Hosting services include appropriate disk space volume, guest book functionality, 24/7 technical support, webstats, appropriate data transfer capability, and FTP functionality. A budget is prepared by the Webmaster upon request of the Treasurer

#### **F. WATCH EDITOR JOB DISCRPTION**

The Watch on the Rhine is the official publication of The Society of the Third Infantry Division. It is the all-important link between all members of the Society and the active Division, forming a single group consisting of the Division's veterans, active duty personnel, and other interested persons. The Watch is most important in fostering a "One Society" concept. Without the Watch there cannot be a Society. The Watch is the communication device, the glue that keeps the Society together. Therefore, consideration must be given at all times as to its content. Readability is the best phrase that describes the interest of its contents to the most members of the Society. It would be

far better to save Society funds by publishing fewer pages than to publish uninteresting or untimely material.

### DUTIES

- The Editor, in conjunction with the publisher, is responsible for the timely publication and distribution of the Society newsletter
- He/she solicits and receives communications from members and outside sources
- Items suitable for publication are scanned or typed using a Microsoft Word, Time Roman, font size 12
- Items or statements that might be hurtful to other readers are removed and grammar and punctuation are corrected
- Articles are sent to the publisher via email by the 15th of the month prior to month of publication
- Photographs are properly identified and numbered to include a caption file which corresponds to the numbers on photos
- Photo numbers are included in the margin of articles to which they apply
- Photos must be sent, by the 10th of the month proceeding the month of publication, to the publisher via USPS Priority Mail.
- He/she must seek permission from the source before printing an article from another publication
- He/she receives and proofs the newsletter after the publisher has prepared the newsletter layout
- Proofing is completed and corrections are sent the publisher within a 24- hour timeframe
- Receipts for reimbursement are sent to the Secretary/Treasurer

### Specific considerations

- Controversial, political or obscene material are prohibited
- Edit all information printed to ensure interest and correctness
  - Cultivate letters recalling meetings of two or more buddies, either in writing or personally
  - Encourage correspondents who may write consistently
  - Publish lists of names sparingly
  - Edit Outpost reports for brevity
  - Use identification by rank only to recognize distinguished individuals such as General Officers
  - Acknowledge contributors and correspondents with a short letter of thanks
  - Encourage outposts to forward information for the next letter in a timely manner
  - Feature information of regional and national reunions, beginning in February
  - Emphasize the ladies' event in all issues prior to the reunion

### Table of contents and publication requirements

1. Publish the Watch six times each year, February, April, June, August, October and December
2. Required information

<b>Issue</b>	<b>Topic</b>	<b>Source</b>
All Issues	Taps and New Members	Roster Manager
February-August	Upcoming Reunion Information	Reunion Committee
February	Scholarship Foundation Call for Applications	Foundation Chairman
	Call for C&BL Proposed Changes	C&BL Chairman
April	Call for Society Awards Nominations	Awards Chairman
June	Ballot for C&BL Changes	C&BL Chairman
	Ballot for National Officers	Nominations Chairman
August	Actions of Ex-Com, since last reunion	Secretary/Treasurer
	Annual Financial Report	Secretary/Treasurer
October	Auditor's Report for Fiscal Year	Auditor
	Scholarship Recipients Report	Foundation Chairman
December	Call for Nominations for National Officers	Nominations Chairman
	Member-approved Changes to C&BL	C&BL Chair
	Minutes of General Membership Meeting	Secretary/Treasurer
	Minutes of Ex-Com Meetings at Reunion	Secretary/Treasurer
	Scholarship Foundation Financial Report	Foundation C.F.O

### 3. Watch Elements Each issue

- Page of National officers and staff
- Outpost Register
- New Members
- Taps
- Page for Purpose/pledge/general information/Eligibility/dues/ Membership application
- Campaigns
- Index
- President's message
- Chaplain's message
- Editor's remarks

## G. REUNION GUIDELINES AND CHECKLISTS

The following information has been prepared for Outposts hosting national reunions. In the event a region cannot secure an outpost host and reunion chair, the president of the Society and the Executive Committee will appoint a chair and he/she will assume the responsibility for the reunion in question.

Every effort will be made to rotate reunions between the three Regions in sequence.

Reunion chairs have the option of using a reunion planner or following the guidelines below in putting on the reunion. Plans should be made three years before the reunion so that the proposed site can be approved by the membership two years prior to the event.

The following information is valuable to the chair even with the services of a reunion planner. Specific information needed by the chair is included and has nothing to do with the professional planner.

**INTRODUCTION:** These guidelines are offered as an aid to host Outposts and their reunion committee and chairperson. The Society realizes each Outpost reunion committee is independent and free to run the Society reunion as they deem best. However, an Awards Banquet on Saturday night and a Memorial Breakfast on Sunday morning are mandatory events. There are no exceptions.

**HISTORY:** Our Society is the oldest Army association in the nation. A reunion has been held every year since 1919. Outposts bid for the privilege of hosting the reunion usually three or more years in advance. When the Society membership accepts the host bid, the Outpost is on its own. The Outpost assumes full responsibility for all the costs of the reunion and the host Outpost retains any income in excess of costs. The Outpost, in addition to the assuming the financial responsibilities of hosting a reunion, wants to insure all that attend have a good time.

**DATE AND LOCATION:** Reunions are normally rotated between the Western, Central, and Eastern Region. The date is usually in the fall of the year. The selection of the city and headquarters hotel is up to the host Outpost reunion committee.

**HOTEL:** The headquarters hotel and its location are very important to the success of the reunion. It should be convenient to airports and a good road net. Check with airlines to get special reunion rates for those flying in. Sometimes host committees can have welcome signs and Society members at the airport to assist and direct Society members. At large airports, this can be difficult, but should be checked out for feasibility. Providing a Ladies Event is very important. If the hotel is located near shopping and downtown businesses, that is an advantage. Safety in the area of the hotel is important. Hopefully the hotel will have free parking and free shuttles to the airport. Some members arrive in recreational vehicles, and RV parks near the hotel are ideal. It is helpful if RV's can be parked in hotel parking lots. Often they can. The hotel should be neat, clean, and well appointed with a friendly and helpful staff. Food and catering should be first rate. Our members like to visit; a comfortable lobby or area where there are chairs near the bar or café is desirable. It is important to make sure large numbers of our members can eat breakfast before the days events begin. Most hotels will make special arrangements for feeding this large a group. Hotel restaurants and coffee shops are usually not prepared to handle large groups that must eat and be ready for tours by 8:30-9:00 AM.

Booking a hotel two to three years in advance is not uncommon. Getting the best price for rooms is worth the effort. Hotels are very competitive and want reunion business. You must negotiate, until you feel you have the best price possible. It is permissible to work one hotel's proposal against another. Convention bureaus are very helpful, and it is important to work with them. You can contact them, tell them how many rooms you want booked, give them a list of the meal functions and other requirements for the reunion, and they will send out bid forms to all hotels big enough to hold your reunion. You will receive, from these hotels, proposals that include room prices, menus, sample contracts, and so forth.

It is very important to understand every line in the contract you sign for a hotel. Having a lawyer review the contract is desirable. The Society Judge Advocate will do this without charge. The key to a contract is to book enough rooms for the reunion so everyone can be in the headquarters hotel. The hotel is very anxious to keep the room

block realistic, and often have penalties if you do not meet your estimates. Since Outposts do not have funds to pay penalties, the Reunion Chair must set a figure that can realistically be met. If you overbook, the hotel will want you to pay a penalty. This you cannot do, so you should be very careful. Our reunion attendance will probably be down a little from year to year because of death and infirmities. It will take careful planning for booking room blocks. As registrations come in, the block number can be adjusted down or up if space is available. There will be a cut off date for registrations at the negotiated reunion price, and members are urged to get their reservations in early.

It is customary to receive one complimentary room with 40-50 rooms booked. Sometimes these comp rooms can be substituted for a hospitality room or suite. With reunions the size of ours, breakout rooms for board meetings, general membership meeting, exhibits, and registration areas are provided without charge. A secure space for the Quartermaster should be provided without cost. All the meal functions space is provided without charge. It is important to know where registration tables can be set up and if welcome banners can be displayed in a prominent place. The hotel will provide the tables needed, but it is best to discuss registration facilities. Sometimes hospitality rooms are provided. Other times they will want to credit your comp rooms against the cost of the hospitality room. The use of the comp rooms is up to the host committee, but many host committees have provided a comp room for the national president of the society.

Select a menu and price for meal services at the time you are negotiating the contract. It is also advisable when negotiating the contract to set the price for beer, wine, and mixed drinks that will be served at society receptions. It is not uncommon for members to attend the reunion a few days early or stay a few days after the reunion to take in local tours and sites. Try to get the reunion room rate for members wanting to come early or stay late. Hotels will usually honor those rates for two days before and two days after the reunion dates.

**UNIT DINNERS.** On the free night of the reunion, usually Friday night, the infantry regiments, the combined artillery units, and sometimes the engineers schedule a dinner. These dinners are the responsibility of the regimental associations or a representative from the unit having the dinner. These dinners are not part of the reunion contract or master account. Each dinner is arranged for independently by a representative of the unit. The reunion planner can be very helpful to the regiments in getting a dining room and a good price for the meal. The Reunion Chair is responsible to check with the regiment officials to put them in touch with the reunion planner. The associations will make the guarantee for the number in attendance and will pay the bills. The host committee will tell the hotel that units will probably want to hold these dinners in the hotel, and that they will be contacted by unit representatives. It is helpful to determine if the hotel can accommodate these dinners.

**REUNION SCHEDULING:** Typically, reunions are scheduled starting on Wednesday or Thursday and culminating with the Memorial Breakfast on Sunday.

- A. **Welcome Dinner** often referred to as the **President's Reception**. On the first day of the reunion, an evening reception is usually held about 6:00 PM. In recent years the meal has been a buffet or a sit-down dinner. The reunion chair and committee will determine the program for the evening. At this event,

- bars and bartenders are provided for in the dining room. The hotels will know how many bar setups are required, but it is important to remember there is often a charge unless a certain amount is spent at the bars. This cost must be negotiated and budgeted. Most of our members like to get to their tables and sit down to do their visiting, and that is why it is best to have the bars set up in the dining areas. A suggested agenda for the MC of this dinner is as follows:
- Welcome, Post Colors, Invocation, Pledge of Allegiance
  - Dinner
  - Introductions, recognize CMH recipients and general officers, 3<sup>rd</sup> Division Commander or representative, staff, delegation
  - Introduction of Society president for his welcome comments
  - Entertainment
  - Society Raffle
  - Announcements and adjournment
- B. Tour and Special Events can be scheduled by the host committee. Any activities may include lunch. Activities should be priced carefully to cover all expenses.
- C. General Membership Meeting. Saturday morning is the time set-aside for the business meeting. The room is set up theater style and should have enough chairs to accommodate the veterans in attendance at the reunion. The Society flags and the American flag are posted in stationary stands. A podium, PA system, and table for the officers are required. A standing microphone in the center isle of the meeting room for use of the membership is a must. The Society President is in charge of all aspects of this meeting.
- D. Society Executive Committee Meetings. Two meetings are required. The first meeting is either on Wednesday or Thursday afternoon, whichever is the first day of the reunion. The second meeting is on Saturday afternoon, after the General Membership Meeting concludes. The Society President will set the times for each meeting. The reunion host will arrange for a meeting room to accommodate 25 persons.
- E. Saturday Morning Ladies' Brunch or tour. This function is usually a brunch about 10:00 AM, but can be a breakfast, lunch, tour, or whatever the host committee would like to do. It could be a shopping tour and lunch downtown. For functions in the hotel, appropriate food and drink is served, often a continental selection of fruit and pastries, fruit juices, coffee, and tea. Door prizes and favors are not uncommon, and often, some form of entertainment, such as a speaker, a fashion show, or a musical performance is provided.
- F. Company Lunches. Often men of a company or battery will schedule a lunch for the veterans in that company. These are small events arranged for by a representative of the company or battery. They are often held Saturday after the business meeting. They are not the responsibility of the host committee.
- G. Reunion Banquet. This is the main function of the reunion. The receptions

start about 6:00 PM, with dinner served at 7:00 PM, and are usually held in the room where the meal will be served. The host committee is responsible for the menu, reserved seating for all who attend, seating of honored guests at reserved tables, flowers or decorations, PA system, dance band or music, and MC. Some banquets have head tables with honored guest sitting at the head table which is usually located on a platform. Most honored guests prefer to sit at rounds at floor level where they can visit and relax. Whenever possible the Commanding General of the Third Infantry Division will be the banquet speaker, but other speakers can be invited, especially when the division commander cannot attend. The Division tries to support the reunion with a Color Guard, Soldier and NCO of the Year, the Command Sergeant Major, the Public Affairs Officer, as well as the Division Commanding General. The MC can be the reunion chairperson, the society president, or anyone designated for the position. The MC should be a person comfortable in front of a large group, able to speak up, speak well, follow a program, make introductions, and so forth. It is important the society president go over the program to make sure all activities are included. Whoever arranges for the banquet speaker should determine what audio-visual equipment is needed by the speaker. If the speaker is not providing it, then the reunion committee will provide what is required. This can equipment can be expensive to rent, and should be budgeted for or paid out of a contingency account.

#### **H. SUGGESTED PROGRAM SHOULD INCLUDE:**

- Call the banquet to order and welcome
  - Posting of the Colors by the division Color Guard
  - Invocation, Pledge of Allegiance
  - Dinner
  - Special introductions, MOH recipients, General officers, special guests, etc.
  - Introduce the keynote speaker
  - Awards. The Society Awards Committee is responsible to provide plaques for the Soldier of the Year, the NCO of the Year, Service awards, and the Audie Murphy Award. The Chair of the Awards Committee makes these awards
  - Introduce outgoing President for his comments
  - Introduce the newly elected president. The new president will present a plaque of appreciation to the outgoing president and will introduce any newly elected officers
  - Announcements.
  - Division delegation masses at podium and leads in singing of "Dog Face Soldier"
  - Benediction
  - Retirement of the Colors
- I. Memorial Breakfast. This breakfast can be a buffet or sit-down meal function. Both work well, but lines and waiting are avoided with a sit-down function. If the buffet is used, it is suggested two serving lines be used. The choice of a sit-down or buffet breakfast is left to the Reunion Host. This is the last event of the reunion and many people are anxious to get on the road. A good time for

this function to start is 8:00 or 8:30 AM. It is usually over by 10:00 AM. Many members have planes to catch, and others want to start their drive home fairly early.

The reunion chair appoints a Memorial Breakfast Committee Chair, usually the Society Chaplain who is responsible for the arrangements and conduct of the event. The Society Colors are to be posted in stands before the service begins.

If a professional planner is used, they will have her/him assist in arranging for the meeting room, the breakfast, table for altar with white table cloth, speaker rostrum and hand held microphone with stand, and a red, white, and blue carnation. The altar and podium are on a raised platform. Two candles and a bouquet of flowers are placed on the altar. If it is possible to get a helmet, boots, dog tags, and rifle display, it will also be on the riser.

The ritual service requires a four-person team, including one lady, and is the responsibility of the Society Chaplain. He will be the custodian of the ritual script, and will obtain from the Secretary, three days prior to the Memorial Breakfast, a list of all members who have died during the past year. He will call the ritual team together for at least one rehearsal of the service.

The reunion chair is responsible for getting a bugler to play Taps at the end of the service.

The Ritual Team and spouses will be seated at reserved table near the altar and will be the first to be served.

Our Society president will express his appreciation to the Host Chair and committee, the Memorial Service team, and will make a few farewell comments.

## **7. THE COMMANDING GENERAL AND THE DIVISION DELEGATION**

The President of the society is responsible for inviting the Division Commander, and his delegation. The Army pays for the delegation transportation, lodging, and meals. It is desirable to work with the Public Affairs Officer to get the delegation housed in the headquarters hotel. Some reunions make a special effort to provide the commanding general an aide to assist him in anyway necessary. Other reunions let the general be on-his-own. Both ways work fine and depend a lot on the temperament of the general. Most generals don't want to be fussed over, and want to be allowed to be "one of the men". It is current policy for the army to pay for the delegation's transportation, housing, meal functions, and tours. The Keynote speaker and one guest will be hosted at the reunion banquet. If there are any costs related to hosting the division delegation, this cost must be budgeted from reunion income. There is no money provided to the reunion committee from the Society treasurer. Reunions must be self-sufficient and must charge enough to cover all costs. The budget should include money for the tickets of the General and his wife, the CSM and his wife, the Soldier of the year and the NCO of the Year, the six man color guard, the Division Public Affairs officer and one assistant. A contingency fund should be budgeted for unforeseen needs. It is very important the division point of contact understands the financial policies of the reunion.

Sample letter to CG:

xxxxxxx x, 20xx

Major General xxxxx x. xxxxxxxx  
Commanding General  
Third Infantry Division (M)  
Fort Stewart, GA 31314

Dear General xxxxxxx,

You are cordially invited to attend the xx<sup>st</sup> annual reunion of The Society of the Third Infantry Division.

The xx<sup>st</sup> annual society reunion of the will be from xxxx, xxxx this year. The xxx Outpost is hosting this reunion. The annual reunions provide our members the opportunity to again gather with their former comrades and the active duty soldiers. I'm certain that this will be another outstanding reunion. For your information a summary of the events this year is listed in issues of the Watch on the Rhine.

The division has always been supportive of these reunions, especially through the attendance of the Commanding General, NCO of the Year, Soldier of the Year and a Color Guard. You are requested to speak to the members at the Awards Banquet. The NCO of the Year and Soldier of the Year are each awarded a plaque in recognition of their achievement at the Saturday banquet.

It is my sincere wish that you would attend this year. If you have any special requirements or wish assistance, please let me know.

Rock of the Marne,  
xxxx x. xxxxxxxv  
Society President

8. **TABLE RESERVATIONS AT THE BANQUET.** Since 1992 we have had reserved seating for those attending the Saturday banquet. This requires a committee that will make the table assignments during the first two days of the reunion. A table is set aside at the registration area or other suitable place for this effort. The hotel numbers tables, and the committee works with this information in making table reservations. It is important to reserve several tables near the podium for special guests, Society and reunion officials. In our Society head tables are seldom used. Rounds of 8 to 10 people are the usual arrangement, and guests and officials prefer them to a head table. The simplest way to make reservations is to have the banquet tickets presented to the reservation table. The table number is written on the back of the ticket, and the table on the chart is marked to show a reservation has been made at that table. Sign-up sheets can also be used.

**9. QUARTERMASTER.** For many years we have had a Quartermaster available to bring his wares to the reunion. Such items as regimental crests, hats, cups, bolos, and so forth are sold to the members. It is important to locate the Quartermaster in a convenient location where there is reunion traffic and activity. It might be in the area of the registration desk or in a secured room set aside for that purpose. This area must be discussed and provided in the contract with the hotel.

**10. HOSPITALITY ROOM.** A hospitality room should be provided where members can sit down and visit. Often soft drinks, water, coffee, and tea are provided as well as snacks. Decorations and items of interest, posters, etc. are sometimes provided. If beer or other spirits are available in the hospitality room, the host committee is responsible to secure an insurance policy for the two or three days the hospitality room is open. The policy is taken out by the host Outpost to protect the reunion committee and the OP officers in the event of an accident to a guest in the hospitality room. The Society of the Third Infantry Division and its officers are also protected with a hold harmless clause. If beer is the only alcohol available in the hospitality room, the cost of the insurance is much less. If there was ever an accident by a member that had been drinking in a hospitality room, the liability to the Society, the Society officers, the Outpost and Outpost officers, and the Reunion Committee and the chair of the committee could be ruinous. Liquor can be purchased at the hotel bars, and visiting can take place in areas set-aside for such activity. A Hospitality Room Chair is appointed, and members of the Outpost take turns hosting the room. Ask for a VCR for the television so Third Division videos can be shown. All reunion events are non-smoking including the hospitality room.

**11. LOCAL GRANTS AND ASSISTANCE.** Some convention bureaus help reunion organizers by preparing name tags, assisting with registration duties, help with providing small gifts from local business and corporations for inclusion in registration packets. Some Convention Bureaus can issue grants from money collected from hotel tax. Make inquiries to the tourists or conventions bureaus and work with them.

**12. PUBLICITY.** The Society Public Relations Chairman should place notices in all veterans' publications at the appropriate time as required by the publications. The notice should include the time and place of the reunion and a contact with phone number and address. If the Society does not have an active Public Relations Chair, then a reunion committee publicity chair should be appointed to execute this important task. Urge Society members to write their local newspapers and request that they post information about the reunion. The Public Relations Chair will provide forms to be filled out by those attending the reunion. These forms are to be sent to editors of local newspapers. This provides good public relations for the Society and its members.

**13. PROMOTION.** To insure good attendance by our members, every issue of the WATCH should have articles about the reunion. These articles should include interesting facts on the host city and surroundings. Articles about the reunion events, the attendance of the Commanding General and the Division delegation, and other information of interest to veterans should be in the WATCH. Remember that the ladies of the division are very important to attendance and the success of the reunion, and articles telling about events and places of interest to the ladies are valuable. Starting with the April WATCH, all the information on the reunion including events, costs, hotel information including costs and reservation information, registration forms for the reunion should be included. The host committee should be ready to accept reservations starting with the appearance of registration forms in the April WATCH. Lists of tours that can be taken in the area before or after the reunion are often included.

**14. REGISTRATION.** As registration forms are returned to the reunion committee or reunion planner careful records are maintained, and registration packets are assembled. Included in the packets are tickets to the various events, the reunion program, special instructions as they pertain to bus loading, and last minute instructions. Tickets to all the meal functions, tours, etc that require payment must be printed ahead of time, and placed in the registration packet as indicated on the registration forms. Information on walking tours and interesting places to visit or eat. The name tag should have the name in large print, and should include the veteran's unit in the Division, and the conflict. The member's hometown and Outpost are also printed on the name tag. This information is obtained from the registration form. Sometimes the host committee provides little pins or other memorabilia of the reunion. If businesses or corporations provide gifts they are included in the registration packet. Hotels will have suitable locations for registration and will provide tables etc. Members will pick up their packets on the first day and some on the second day. It is helpful to have a bulletin board or "message center" near the registration desk to post notices, messages, etc. It is also a good idea to post the days events in large print on the bulletin board or in a prominent place in the lobby. It helps keep everyone informed of time, place, etc.

**15. REUNION PROGRAM.** The Host Reunion committee may produce reunion programs and allow outposts, individuals, or businesses to purchase space in the program. The document may also contain the schedule of reunion events, acknowledgement of special guests, and/or any announcements of interest to the attendees.

**16. CONCLUSION.** This is a working document and subject to change. The document will be kept in a computer file and can be easily modified, and copies will be provided for anyone making a request for this information.

## **SUGGESTED CHECKLIST FOR REUNIONS**

### **A. HOTEL:**

**Have contract reviewed by a lawyer or by the Society Judge Advocate.**

### **B. ROOM RATES:**

**Hotels should honor the special rate for two days prior to the reunion and for two days after the reunion dates.**

### **C. CONVENTION and VISITORS BUREAU**

- **Name tags**
- **Maps**
- **Sightseeing tours - brochures and tour information**
- **Transportation**
- **Registration assistance**
- **Banners**
- **Small gifts from local businesses for registration packet**
- **Souvenirs and door prizes**
- **Videographer/photographer**

### **D. THE WATCH ON THE RHINE**

- **Have information in the Watch by April with updates in later additions**
- **Discount or special airfare rates**
- **Detailed map of the area**

### **E. SET UP REGISTRATION AREA**

- **Signs and message boards**
- **Registration packets (programs, small gifts, general information, bumper stickers, coupons or tickets for the various meals and events, reunion evaluation forms, and so forth)**
- **Table with sign for regimental (unit) sign-in books**
- **Floor layout of tables in the banquet hall for banquet registration**

### **F. SET UP HOSPITALITY ROOM(S)**

### **G. WELCOME DINNER/PRESIDENT'S RECEPTION**

- **Time**
- **Menu (consider special diets)**
- **Buffet or sit-down dinner**
- **Table decorations**
- **Society and American flags**
- **Tables reserved for dignitaries in a prominent position or at head tables**
- **Special entertainment (optional)**
- **Cash bar and bartenders**

### **H. TOURS AND TOUR GUIDES**

**I. EXECUTIVE COMMITTEE MEETINGS**

- The first meeting is on the first day of reunion (check on time with president)
- The second meeting is after the General Membership Meeting (check on time with president)

**J. UNIT DINNERS REGIMENTAL & OTHERS (check with their chairman. Make sure that the billing is NOT made out to the Society but to the individual units. Units are on their own for all arrangements and paying of all their bills)**

**K. LADIES LUNCHEON (specify dress expectations)**

- Time
- Menu
- Table decorations
- Special entertainment
- Door prizes and gifts (optional)

**L. GENERAL MEMBERSHIP MEETING**

- Room large enough for those in attendance
- Society's & American flag posted
- Podium
- PA system
- Large table on platform for officers
- Tape recorder

**M. BANQUET (specify dress expectations)**

- Time
- Banquet social hour
- Cash bar & bartenders
- Menu (consider special diets)
- Tables reserved for dignitaries in a prominent position or at head tables
- Table decorations
- Posting of colors by Color Guard
- Master of Ceremonies
- PA system
- Audiovisual equipment, and so forth

**N. MEMORIAL BREAKFAST**

- Time
- Menu
- Chairman & committee members for service
- Altar with white tablecloth
- Society's & American flag posted
- TAPS - need for bugler or tape
- Flowers

**O. SUPPLIES, EQUIPMENT & MISCELLANEOUS ITEMS NEEDED**

- Order programs

- 3rd Division banner
- Posters and signs
- Tickets for various functions - meals, tours, etc.
- Large tables & chairs
- VCR, TV, video equipment, sound system, etc.
- Pens, pencils, paper, etc.
- Bulletin board for message center usually at registration area
- Signs for various rooms such as hospitality room, exhibit area, quartermaster, etc.
- Welcome signs at airport if feasible.

**MEMORIAL BREAKFAST SERVICE: Proposed Script**

**“THIRD INFANTRY DIVISION MEMORIAL SERVICE”**

**PRESIDING OFFICER:** We are assembled here in memory of our departed comrades. Our war dead and those who have passed on thereafter, walked with us for a while, fought the good fight, and passed on to the great beyond.

**CHAPLAIN:** I welcome those present and place myself humbly at the service of the departed. Has the Society of the Third Division any report on those who have passed to the great beyond since we last met?

**SECRETARY:** As secretary of the memorial committee of the Society, I wish to report that all of our departed comrades are present; present in the memory and affection of their surviving comrades.

**CHAPLAIN:** Have you any special report on those comrades and the departed spouses of our comrades who we will now commemorate?

**SECRETARY:** Yes, Chaplain I have. (HAND LIST OF NAMES TO THE CHAPLAIN)

**Chaplain:** I will now call the name of each Society member who has passed away.

**SECRETARY:** Present. (After each alphabetical group).

**CHAPLAIN:** I will call the name of each active duty member who has passed away.

**CHAPLAIN:** Has the Society a statement prepared for this solemn occasion?

**PRESIDING OFFICER:** I will read “Roll Call” written by CWO Robert L. Coppock:

## Roll Call

They're dead, they're gone, they said at the Marne  
Gone sixty days or more.

They're dead and gone, they said again,  
On Anzio's bloody shore.

They're gone forever from our midst, they died so long ago.

This plaintive cry I heard again, in Korea's ice and snow,  
But then I heard a mighty roar, spring from ten thousand souls;  
We are not dead! We live each time the regiments sound the roll.

We are not dead, we did not die, our memory is not gone,  
We stand beside you, row on row, while the regiments live on.

We will answer up to roll call 'till the day of judgment tolls';  
We answer each one 'present' when the regiments sound the rolls.

So if at roll call, my name you hear, and I do not reply,  
Say 'present' for me if you please, and know I did not die.

I live with the MIGHTY THIRD, I join them in their cry,  
As long as regiments live, then I shall never die.

**PRESIDING OFFICER:** In the name of all those who shared with our comrades the fortunes of the battlefield, I place this BLUE FLOWER on the altar as a symbol of the supreme loyalty to the nation which characterized our comrades in arms.

**CHAPLAIN:** Have the ladies of the Division and its Society any statement they wish to make?

**LADY REPRESENTATIVE:** In the name of the mothers, wives, sisters and children of our departed Third Division men and women, I place this WHITE FLOWER on the altar as a symbol of the lives of our departed comrades inspired us to lead.

**CHAPLAIN:** Fittingly you have told, through symbols, the story of the BLUE AND WHITE DIVISION and the many wars it has taken a part in. NOW in the name of the departed comrades and all of those still missing and those still prisoners, I place this RED FLOWER on the altar. They have bequeathed personal dedication; a precious inheritance to us the living, to the end, that the republic for which we and they fought shall not perish from the earth.

**PLEASE PRAY WITH ME:** Our Heavenly Father, we assemble here this morning to pay tribute to those members of our armed forces, and our comrades, and their spouses who have answered that final muster that we all one day must do. And to pray for; and remember those who remain missing and those still held prisoners.

We ask your guidance for those of us who survive so we can carry on the tasks that are before us. We ask you Dear Lord to grant to those who are bereaved, the spiritual love, to the end that their sorrow may be eased.

For those assembled here today, we ask your blessing that we may remain steadfast in carrying on the work of those who have labored so faithfully in the past.

This we ask in Your Name. Amen.

CHAPLAIN: ALL SHOULD SAY: May Eternal Light shine upon them.

CHAPLAIN: May they rest in peace. Amen! Will the bugler please sound TAPS.

BUGULAR: Sound Taps.

### THE THIRD DIVISION

*I guess were a lucky bunch,  
Us men of blue and white.  
If the good Lord taught us anything, He taught us how to fight.*

*In World War I we held our ground  
Like rocks along the Marne,  
and stopped the dreaded Hun's attack till he could not go on.*

*In World War II we were called again,  
To whip; O'le Hitler's supermen.  
We chased them out of Africa, Sicily, Anzio, Rome,  
Then so we'd lose no respect,  
We chased them right back hone.*

*In Korea we fought the Chinese hoards.  
We fought them to a draw.  
Then a meeting held in Panmunjom,  
Said we would fight no more.*

*We served in the NATO Force,  
To make our country's stand.  
We're trained, we're proud, we're confident,  
Each woman and each man.  
As NATO forces we were not tried in combat. If called, we will,  
We are the Third Division,  
We've our heritage to fill.*

*Our dream of Non-combatants*

*Came quickly to a halt,  
When Saddam Husain and his murderous crew  
Caused us again to go to war.*

*Now when this life is over,  
And from this world we must part,  
The Good Lord will remember  
That we have done our part.  
Open up those gates, Saint Peter,  
I know these Doggies well.  
The are from the THIRD DIVISION,  
THEY HAVE SPENT THEIR TIME IN "HELL".*

*Author Norman MacIntyre  
Platoon Sgt. I Co. 15 Inf. Regt.*

#### OUTPOSTS BY REGION

Eastern Region      2, 3, 5, 7, 11, 21, 52, 60, OP Marne, OP Europe 5845  
Central Region      1, 12, 13, 17, 18, 33, 35, 57  
Western Region      4, 15, 22, 54, 63, 88

#### PRESIDENTS: SOCIETY OF THE THIRD INFANTRY DIVISION U.S.ARMY REUNIONS

1919 Robert L. Howze MG CO Division Andernach, Germany  
1920 Robert L. Howze MG CO Division Chicago, IL  
1921 Tom Thompson Milwaukee, WI  
1922 Tom Thompson Philadelphia, PA  
1923 Tom Thompson Philadelphia, PA  
1924 Tom Thompson Newark, NJ  
1925 Wiley J. Marble 6th Engs. St. Louis, MO  
1926 Wiley J. Marble 6th Engs. Philadelphia, PA  
1927 Wiley J. Marble. 6th Engs. Washington, DC  
1928 Wiley J. Marble 6th Engs. Boston, MA  
1929 Wiley J. Marble 6th Engs. Philadelphia, PA  
1930 Wiley J. Marble 6th Engs. Pittsburgh, PA  
1931 Wiley J. Marble 6th Engs. New York, NY  
1932 Wiley J. Marble 6th Engs. Ft. Wayne, IN  
1933 Wiley J. Marble 6th Engs. New York, N.Y.  
1934 Wiley J. Marble 6th Engs. Boston, MA  
1935 Edmund L. Daley MG 6th Engs. Baltimore, MD  
1936 Edmund L. Daley MG 6th Engs. Atlantic City, NJ  
1937 Edmund L. Daley MG 6th Engs. Washington D.C.  
1938 Edmund L. Daley MG 6th Engs. Atlantic City, NJ  
1939 Edmund L. Daley MG 6th Engs. Brooklyn, NY  
1940 Albert S. Fuger 10/18 FA Philadelphia, PA  
1941 Charles L. Richey 7th Inf Washington D.C.

1942 Sol. W. Lehmann 38th Inf Rochester , NY  
1943 Raymond L. Focer 4th Inf New York, NY  
1944 William P. Foley 6th Engs. Philadelphia, PA  
1945 Charles J. McCarthy 4th Inf New York, NY  
1946 John A. Rees 10th FA Washington D.C.  
1947 Kenneth B. Potter Col. 15th Inf New York, NY  
1948 Robert E. Craig 6th Engs. Pittsburgh, PA  
1949 George W. Starr, Jr. 3rd QM Cleveland, OH  
1950 Daniel F. Whalen 10th FA New York, NY  
1951 Dean L. Atwood 703rd Ord Columbus, OH  
1952 David McCann 30th Inf Boston, MA  
1953 Frank J. O'Connor 30th Inf. Chicago, IL  
1954 Jerry Sapiro Col 15th Inf San Francisco, CA  
1955 Joseph E. Southworth Capt. 15th Inf Portland, OR  
1956 William W. Eagles MG Div ADC Washington D.C.  
1957 Edward J. Butler 10th FA Indianapolis, IN  
1958 Virgil F. Fields Div. Arty. 30th Inf Seattle, WA  
1959 Donavan Swanton 30th Inf New York, NY  
1960 William W. Eagles MG Div Hq Cleveland, OH  
1961 Ben Norton Am. Trn Yakima, WA  
1962 Hugh A. Sweeney 30th Inf Philadelphia, PA  
1963 Arthur L. Roberts 30th Inf Youngstown, OH  
1964 Isador Schwartz 76th FA Los Angeles, CA  
1965 Frederick Winant 30th Inf New York, NY  
1966 Harry P. Smith PFC 15th Inf Philadelphia, PA  
1967 Sam Zerbe 76th FA Tacoma, WA  
1968 Clarence R. Watson Capt. 30th Inf Washington D.C.  
1969 Jack Drasner 7th Inf. Yakima, WA  
1970 Dr. Walter L. Sweeney 30th Inf New York, NY  
1971 John K. Eakin LTC 3rd QM. G4 Div HQ Pittsburgh, PA  
1972 Lyle W. Bernard Col. 30th Inf Ft. Wayne, IN  
1973 Lyle W. Bernard Col. 30th Inf Tacoma, WA  
1974 Kenneth B. Potter Col. 15th Inf Washington D.C.  
1975 William Elder 3rd Sig Minneapolis, MN  
1976 Russell B. Claypool 9th F.A. Tacoma, WA  
1977 Russell B. Claypool 39th FA St. Louis, MO  
1978 Glenn E. Rathbun LTC 7th Inf Atlanta, GA  
1979 Glenn E. Rathbun LTC 7th Inf San Antonio, TX  
1980 Glenn E. Rathbun LTC 7th Inf Spokane, WA  
1981 Glenn E. Rathbun LTC 7th Inf Minneapolis, MN  
1982 John S. Cole Col. 15th Inf West Point: NY  
1983 Harry P. Smith PFC 15th Inf Spokane, WA  
1984 George Davis PFC 15th Inf St. Louis, MO  
1985 George Davis PFC 15th Inf Tampa, FL  
1986 George Davis PFC 15th Inf. Las Vegas, NV  
1987 George Davis PFC 15th Inf. Indianapolis, IN  
1988 Dale McGraw T/Sgt. 9th FA Philadelphia, PA  
1989 Dale McGraw T/Sgt. 9th FA Sparks, NV  
1990 Charles D. King PFC 15th Inf. Houston, TX  
1991 Charles D. King PFC 15th Inf. Charleston, SC  
1992 John B. Shirley Lt 15th Inf. Burlingame, CA

1993 John B. Shirley Lt 15th Inf. Bloomington, MN  
1994 Joseph M. Poggi Sgt 15th Inf. Columbus, GA  
1995 Joseph M. Poggi Sgt 15th Inf. Tacoma, WA  
1996 Thomas R. Maines 7th Inf. Pittsburgh, PA  
1997 Thomas R. Maines 7th Inf. Fort Worth, TX  
1998 Martin A. Markley Capt 15th Inf. Colorado Springs, CO  
1999 Martin A. Markley Capt. 15th Inf. Savannah, GA  
2000 Jerry Cunningham 1st Sgt. 15th Inf. Burlingame, C A  
2001 Jerry Cunningham 1st Sgt. 15th Inf. Phoenix, AZ  
2002 Jerome A, Manley S/Sgt 7th Inf. Buffalo, NY  
2003 Jerome A. Manley S/Sgt. 7<sup>th</sup> Inf. St. Louis, MO  
2004 Angelo Tiezzi Capt 15<sup>th</sup> Inf. Savannah, GA  
2005 Angelo Tiezzi Capt 15<sup>th</sup> Inf. San Diego, CA  
2006 Charles C. Trout Sfc 15th Inf. Nashville, TN  
2007 Charles C. Trout Sfc 15th Inf., Colorado Springs, CO  
2008 \*Tim Stoy, LTC 15<sup>th</sup> Inf., Columbus, GA  
2008 John Fisher, Lt. 10FA, C Battery, Columbus, GA  
2009 John Fisher, Lt. 10FA, C Battery, Springfield, MO

Legend: \*Resigned in office

Society of the 3<sup>rd</sup> Infantry Division "Audie Murphy Achievement Award" for  
Outstanding Service to their Country as soldiers and Citizens

ESTABLISHED JULY 15, 1955 AT PORTLAND, OREGON IN HONOR OF  
AUDIE MURPHY

1955 AUDIE L. MURPHY

1956 FRED WINANT

1957 MSGR. O'REILLY

1958 COL. GEORGE REVELLE

1959 GEN. DWIGHT D. EISENHOWER

1960 GEN. JOHN W. O'DANIEL

1961 BERT SMITH

1962 ROBERT DECHERT

1963 CAL FARLEY

1964 COL. ALBERT FUGER

1965 MSGR. PATRICK J. RYAN  
1966 CAPT. JOHN CATTUS  
1967 CARL SWICKERATH  
1968 COL. DONOVAN SWANTON  
1969 GEN. WILLIAM W. EAGLES  
1970 JOHN ALVA REES  
1971 JOHN W. SHARKEY  
1972 ERIC A. SCOTT  
1973 CARL SWICKERATH  
1974 GLENN RATHBUN  
1975 COL. KEN POTTER  
1976 SSM FRANK B. SCAHILL  
1977 CLARENCE R. WATSON  
1978 RUSSELL B CLAYPOOL  
1979 COL. FRANK PETRUZEL  
1980 NICK HALTORIS  
1981 GEN. LLOYD RAMSEY  
1982 JEROME SAPIRO  
1983 C. GROVER WILSON  
1984 JOHN B. SHIRLEY  
1990 CHARLES D. KING

1992 LEWIS T. CONANT

1993 MAURICE L. BRITT

1994 RAYMOND T. GRODEN

1995 GEORGE J. DAVIS

1996 JERRY CUNNINGHAM

1997 MORRIS KIRK

1998 MARTIN A. MARKLEY

2000 SHERMAN W. PRATT

2001 JOHN T. BURKE

2002 DALE L. MC GRAW

2003 NORMAN J. MACINTYRE

2004 JOSEPH W. BALL

2005 JERRY CUNNINGHAM

2006 ROBERT D. BAILEY

2006 JAMES E. DRURY

2007 RICHARD F. SACK

2008 JOHN W. SNEDDON

2009 CARL Q. TOPIE