

SILVER WINGS  
NATIONAL MANUAL  
(SWM)



August 2014

## **THE SILVER WINGS NATIONAL MANUAL POLICY AND PROCEDURES**

This manual establishes policies and procedures for the operation of Silver Wings (SW), with emphasis on the national level activities. Its provisions are mandatory for use by all Silver Wings Chapters and headquarters. This manual supersedes all previous editions of "Angel Flight National Manual", "Standard Operating Procedures" or "Angel Flight-Silver Wings National Manual."

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## CHAPTER 1 - MISSION

### 1-1. DEFINITION OF MISSION

As specified in the Silver Wings National Constitution, Silver Wings (SW) is a national, co-ed, professional organization dedicated to creating proactive, knowledgeable, and effective civic leaders through community service and education about national defense. This mission includes the following interrelated objectives:

- a. **Personal Development of Individual Members:** Local Chapter activities and projects provide character growth through service to the community, which enables the individual member to develop a sense of purpose within and a responsibility to the local community.
- b. **Professional Development of Individual Members:** Local Chapter activities and the national organizational structure provide members with leadership opportunities and the chance to develop professional skills. These include, but are not limited to oral/written communication, public speaking, and project planning and execution.
- c. **Civic Awareness:** Exposure to Air Force issues and personnel enables members to develop a personal awareness of aerospace power and the role that it plays in the national defense. The leadership and skills development objectives are enhanced by opportunities for members to actively promote aerospace issues in the community through educational programs, seminars, public relations activities, and voter awareness projects.

### 1-2. TYPE OF ORGANIZATION

- a. **Professional:** Its members carry on the business of the organization in a serious, effective manner. One of the organization's primary objectives is to aid individual members in developing professional skills, which can be utilized throughout their lives and careers.
- b. **Educational:** The organization offers opportunities to learn about the national defense of the United States and the importance of aerospace science.
- c. **Service:** Mission fulfillment most often centers on service to others.
- d. **Social:** Even though the objectives of the organization are serious, the methods of carrying out these objectives invariably lead to experiences that are enjoyed by all.
- e. **Civilian:** The majority of the organization's members are not members of a military branch. While the organization is associated with the Air Force and ROTC, no military commitment is imposed on members of Silver Wings.

### 1-3. SYMBOLS

- a. **Colors:** (Ref. SW National Constitution) The colors of SW are blue (representing the sky above and the Airpower we support) and white (representing the purity of our intent and our loyalty to our country).
- b. **Flower:** (Ref. SW National Constitution) The official flower of SW is the white rose.
- c. **Motto:** The motto of SW is: "Knowledge, Wisdom, and the Courage to Serve".
- d. **Crest:** (Ref. SW National Constitution) The SW crest is a double wing, pointing upward, with the shield of the United States and a torch superimposed on the shield. A band under the shield bears the words "Silver Wings". The crest symbolizes the strength of our organization; the wings represent the Chapters which are held aloft by the torch of knowledge; and the shield stands for the defense of country and the principles of Silver Wings.

#### **1-4. NATIONAL FOUNDER'S DAY**

- a. Purpose: Intended to be a celebration of the heritage of Silver Wings, and an opportunity to acknowledge members from the past, present and future, the National Founder's Day is a tribute in which all members of the organization can partake. Since the original founding of the first chapter of Angel Flight at the University of Nebraska-Omaha in 1952, Silver Wings has evolved, incorporating new objectives and missions. This day recognizes the continuity of our values and our dedication to our communities and nation. Chapters are encouraged to hold events on this day, incorporating professional themes, inviting alumni to attend, and participating in a ceremony that recognizes the founding of Silver Wings and their Chapter.
- b. Date: February 7<sup>th</sup>
- c. Attire: Professional Dress

#### **1-5. SPONSORSHIP**

Silver Wings is a self-governing organization. The nature of its objectives results in support by the Arnold Air Society, the United States Air Force, and the Air Force Association.

#### **1-6. INTERRELATION OF OBJECTIVES/ORGANIZATIONS**

Silver Wings actively pursues a positive relationship with other organizations as follows:

- a. Air Force Reserve Officer Training Corps (AFROTC):
  1. SW Advisors are usually United States Air Force personnel furnished through the cooperation of AFROTC or the Air Force Academy. Advisors serve as a liaison and an information source concerning Air Force issues and interests.
  2. SW Presidents should contact their advisor and/or Professor of Aerospace Studies (PAS) to find ways to support the individual cadet corps and its AAS unit.
  3. The AFROTC - SW-AAS Liaison Officer serves as a coordinator for Air Force activities in support of Arnold Air Society and Silver Wings. This officer is invited to attend all National Conclaves and meetings of the Executive Board of Directors, in the capacity of advisor and as a liaison with AFROTC. It is the responsibility of the SW National Headquarters to keep this officer informed of SW activities.
- b. United States Air Force Academy (USAFA): SW supports the USAFA as an important part of the Air Force officer training and commissioning programs. SW is afforded the opportunity to learn the similarities and differences between AFROTC and the USAFA.
- c. Air Force Association (AFA):
  1. The AFA is a national, independent, non-profit aerospace organization. The AFA address is:  
1501 Lee Highway  
Arlington, VA 22209-1198.  
[www.afa.org](http://www.afa.org)
  2. The AFA provides assistance and support to SW. No specific requirement is levied on either group by the other. An example of continuing support is the subsidizing of SW Executive Board Fall Meetings by the AFA. Invitations to AFA members to participate in the activities of SW should be issued by all SW organizational levels.
  3. Local and Regional AFA officials can be contacted through the listings provided in the Air Force Magazine. Local SW presidents are strongly encouraged to cooperate nationally and locally with the AFA.
  4. SW active members are eligible for student membership in the AFA at a reduced rate. This rate is included in SW national dues.
  5. The Air Force Association's Aerospace Education Foundation (AEF) serves to enhance and promote educational programs.

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6. All SW units are encouraged to cooperate with other recognized aerospace organizations of local or national scope. Listings of recognized organizations are maintained by the AFA and the SW Executive Management Center.
- d. Arnold Air Society (AAS): AAS is a national, honorary organization of selected AFROTC and USAFA cadets. SW and AAS members endeavor to integrate the professional activities of both organizations to achieve effective teamwork. It is the goal of SW to have a Silver Wings Chapter at or near every campus where an Arnold Air Society Squadron exists. The formation of SW Chapters on campuses has proved to be of considerable aid to the Arnold Air Society. Members of Silver Wings cannot be Active or Candidate members of AAS.

**1-7. AFFILIATION WITH CAMPUS ORGANIZATIONS**

Silver Wings units are authorized to affiliate with the student governments of their schools where such affiliation is required or advised (beneficial to the Chapter and its objectives).

## CHAPTER 2 - MEMBERSHIP

### 2-1. MEMBERSHIP CLASSIFICATION

Individual members of Silver Wings are selected on the basis of personal merit. Membership in SW follows specifications set forth in the Silver Wings National Constitution, Section 302. There are six classes of membership:

- a. Active Member in Good Standing: Active members in good standing have completed associate requirements (Ref. Para. 2-2) and must meet local Chapter requirements for active status. Finally, National, Regional, and Chapter dues payment must be current. (Ref. Para. 11-5 and Para. 11-6 for the Chapter's failure to submit national dues.) Individual members of SW who fail to submit national dues are no longer members of Silver Wings. Active members in good standing have both voice and vote in Chapter meetings, may hold office, and are entitled to wear the membership badge.
- b. Active Member on Probation: Any member failing to meet the requirements for Active Member in Good Standing may be placed on probation. The Chapter sets the terms of the probation.
  1. A member may not be retained on probation for more than one academic semester or trimester.
  2. If the member meets the terms of the probation, he/she will once again be considered an active member in good standing. If probation terms are not fulfilled, the member will be subject to dismissal.
  3. As with "active in good standing", all dues must be paid.
  4. A member on probation has voice, but no vote in SW business sessions.
- c. Inactive Membership: SW Chapters may include provisions for voluntary inactive membership in local Chapter by-laws. Voluntary inactive membership can be used in cases where the member has personal circumstances (i.e. death in the family, semester study abroad, extensive course load) that do not allow them to fully participate in the Chapter activities.
  1. The Executive Director may grant exceptions to all or part of the reinstatement fee when justifiable extenuating circumstances exist. Examples include, but are not limited to, an authorized leave of absence from the university and call to temporary active duty.
  2. Application for an exception is made in writing to the EMC. Courtesy copies should be sent to the respective Region President and the National HQ.
- d. Associate Membership: Associate members are those who have been members for less than one year and who have not yet completed the requirements for active membership (Ref. Para. 2-1.a). Associate members pay all National, Regional, and Chapter dues. These members are entitled to participate in Chapter activities and attend conclaves. Associate members have a voice, but no vote, in Chapter business sessions and may not hold an office. They may, however, be appointed as committee chairs. Exceptions for holding office are made in the case of charter members. Associate members who do not complete the national membership requirements (Ref. Para. 2-2) during the first year of membership are no longer members of SW.
- e. Alumni Membership: Members who maintain active membership for at least one year are automatically members of the Joint Alumni Association of Arnold Air Society, Angel Flight, and Silver Wings upon graduation or leaving their educational institution. Alumni members do not pay active member dues at any level. The Joint Alumni Association imposes its own fees for registration as active alumnae. All alumni members (active and inactive) retain certain privileges, such as the right to attend conclaves, meetings, and functions. The local Chapter determines other privileges. Active Membership in the Joint Alumni Association should be encouraged by the local Chapter through use of the Alumni Ceremony (Ref. Atch. 3), Joint Alumni Association Information Form (JAA Form 1), and other appropriate means.
- f. Honorary Membership: The title of "Honorary Member" may be conferred upon any deserving individual to recognize service given to, or interest displayed in Silver Wings. It is the highest tribute which a unit of SW can extend to a person who is not eligible for active membership. Provisions for honorary membership are as follows:
  1. Honorary membership is a life award.

2. Honorary members may be initiated, but pay no dues and may not vote or hold office. Initiation of honorary members is reported on SW Form 1 and is at the cost of the Chapter or headquarters.

## **2-2. ASSOCIATE MEMBERSHIP TRAINING**

- a. Every Chapter Development Officer must guide their Associate Class through the following as part of the requirement for Active membership:
  1. A member orientation workshop where the history and objectives of Silver Wings is discussed.
  2. A professional workshop where a guest speaker comes in or professional skills needed in the business world are taught, such as interviews, resumes, dress, etc.
  3. A military workshop where a member of the United States Air Force or cadet corps comes in and teaches basic military knowledge such as ranks, importance of the military, etc.
  4. An entrance and/or exit interview.
  5. A community service event. An Associate is chosen as a leader and 80% of the Associate class must be present at the event.
  6. A fundraising event. An Associate is chosen as a leader and 80% of the Associate class must be present at the event.
  7. Plan a formal event. A committee of Associates will plan and carry out a formal event. The event can include and is not limited to planning an etiquette dinner or a night out at a restaurant.
  8. If the Associate class is less than 10 members, they are only required to complete two of the following three events: a community service event, a fundraising event, or planning a formal dinner. If the Associate class is 10 members or more, they are required to complete all three events.
  9. If there is a local AAS Squadron, one of the events must be completed with them. If there is no local AAS Squadron, one of the events must be completed with another club on campus or the AFA.
  10. A Parliamentary Procedures Workshop.
  11. A one-day Arnold Air Society educational workshop on the history and operations of Arnold Air Society.
- b. Master copies of the SW Associate Member's Guide may be obtained on the national website at [www.silver-wings.org](http://www.silver-wings.org) or [www.arnold-air.org](http://www.arnold-air.org). Hazing, in any form, may not be included as a part of the membership training program of any SW unit. The training program/selection process may not discriminate against potential members on the basis of race, color, creed, national origin, religion, or sex. The National Headquarters is empowered to suspend the charter of any unit violating the discrimination or hazing policies.
- c. New Associate Members must be reported via SW Form 1. A copy is available on the national website, on request from the EMC, and in the Fall Administrative Packet distributed by the EMC. New Associate Members should be listed on SW Form 1 Report of Membership along with the current active members if they have completed the requirements for Associate status by **31 Oct** (Ref. Para. 2-3). Otherwise they must be reported on a separate copy of the SW Form 1. Current membership should not be listed on the separate copy. The separate copy of SW Form 1 must be submitted to the Executive Management Center within **fifteen (15)** days of acceptance into Associate membership and after each Associate has paid national dues online. Remittance includes new membership fees and dues in the amount shown on the current SW Form 1. Membership in SW is not official until the SW Form 1 has been filed with the Executive Management Center. A second copy of SW Form 1 should be submitted to the appropriate Region President. The Chapter should also retain a third copy of SW Form 1.
- d. Membership equipment, which consists of the SW badge and membership certificate, will be sent to the local Chapter President by the Executive Management Center upon receipt of a properly prepared SW Form 1 with remittance paid online. If lost, these may be re-ordered on SW Form 3. The membership badge and certificate should be distributed by the Chapter upon completion of the requirements for Active Membership.

## **2-3. RENEWAL OF MEMBERSHIP**

NO LATER THAN 31 OCTOBER, The Chapter President or Secretary must:

- a. Ensure each member of the chapter has paid dues online.
- b. Complete SW Form 1 Report of Membership listing the current Chapter membership. Ref. Para. 2-2.c if including Associates in the report.
- c. Complete SW Form 2, the Chapter officer roster.
- d. Mail SW Form 1 and SW Form 2 to the Executive Management Center **NO LATER THAN 31 October**. It is preferred that this process be completed earlier than **31 October**. The EMC submits a roster of delinquent Chapters to the Executive Board following the **31 October** suspense date. Failure to submit national dues may result in deactivation of the Chapter (Ref. Para. 11-6).

#### **2-4. TRANSFER OF MEMBERSHIP**

Active members who transfer from one campus to another may transfer membership between SW Chapters. The receiving Chapter is responsible for adding the name to SW Form Report of Membership (Ref. Para. 2-3). A notation should also be added detailing the name of the former school, name of the former Chapter, and the date of the transfer. Chapters losing a member must delete the name of the transferred member from the renewal roster distributed by the EMC by drawing a line through the name and add a notation of the transfer information. Membership cannot be denied to an active member in good standing who transfers from another Chapter. Local Chapter by-laws may allow former AAS members to transfer their AAS membership to Silver Wings without the pre-requisite of completing the training program. These members should be reported on SW Form 1 when submitting the annual report of membership with the current transfer fee (to cover membership equipment).

#### **2-5. REMOVAL FROM MEMBERSHIP**

Any Chapter member who does not fulfill his/her obligations to the Chapter, as set forth in the local Chapter by-laws, may be removed from the Chapter's active membership.

- a. Proceedings to remove an individual from active membership must include, as a minimum, the following:
  1. Formal, written notification of the reasons for removal proceedings, to the member in question and the Chapter Advisor.
  2. A waiting period of not less than **ten (10) days** following notification for the member to prepare his/her defense.
  3. A special meeting of the Chapter Officers at which the reasons for removal proceedings and the member's defense are presented to the Chapter Officers. Removal from membership requires an affirmative vote of two-thirds (2/3) of the Chapter Officer Staff.
- b. SW National Headquarters, the Region President, and the Executive Management Center must be notified in writing of dismissal actions within **ten (10) days** of the vote of removal. Notification should include the member's name and cause of dismissal action.
- c. Removal from membership may be appealed to the National President or to the National Conclave if it is in session within **ten (10) days** of the Chapter Officers' decision. The National President must respond within **fifteen (15) days** of receipt of the appeal. Appeals should be granted when the procedures outlined in Para. 2-5a were not followed or in instances where the reasons for removal clearly violate national SW policy.

## CHAPTER 3 - ORGANIZATIONAL STRUCTURE

### 3-1. ORGANIZATIONAL STRUCTURE

- a. National Headquarters: (Ref. Ch. 4) is the highest headquarters of Silver Wings and provides the direction and focus for SW nationally during its term of office. The national headquarters is subordinate to the Executive Board of Directors and the National Conclave. Thus, it is subordinate to the Chapters as a whole.
- b. AAS-SW Board of Trustees: (Ref. Para. 3-9 and AASMAN-1, Ch. 15) the Board of Trustees oversees the Consolidated Programs Fund (CPF) and evaluates the fiscal soundness of AAS-SW legislation.
- c. Extended National Staff: (Ref. Ch. 5) are members of the National staff who may or may not be co-located with the National Headquarters. They serve the national organization at the direction of the National President. These officers include: National Chief of Protocol, National Business Chair, the National Parliamentarian, and the National Webmaster.
- d. SW Executive Board of Directors: (Ref. Ch. 7) serves to adopt interim legislation between conclaves and may attend to other business as required. The Executive Board is the only body within SW empowered to interpret the SW National Constitution. The Executive Board of Directors is subordinate to the National Conclave.
- e. National Special Headquarters: exist to support SW and are directly responsible to the National Headquarters. Special Headquarters may enforce policies and requirements only as directed by SWM, the National Headquarters, the Executive Board of Directors, or the National Conclave. The primary special headquarters are the National Conclave Headquarters (Ref. Ch. 9) and the Executive Management Center (Ref. Ch. 6). These headquarters have been established by the National Conclave and can only be dissolved in like manner.
- f. Region Presidents: (Ref. Ch. 10) direct/supervise the plans and policies of National Headquarters for all Chapters within the Region. The Region President is the intermediate organizational level.
- g. Chapters: (Ref. Ch. 11) are the basic command level of Silver Wings and are located on the local university/college campuses. All Chapters endeavor to meet regional and national goals each year. Policymaking rests with the Chapters as a part of the Region and National Conclaves.

### 3-2. SW OFFICERS

Ref. Ch. 4, Ch. 10, and Ch. 11 for Officer Duties. Normal staff officers for Chapter and national levels are listed below. In the absence of the President, officers assume responsibility in this order.

- a. President.
- b. Vice President.
- c. Development Officer
- d. Activities Officer.
- e. Secretary.
- f. Treasurer.
- g. Public Affairs Officer (optional)

### 3-3. LEGISLATIVE BODIES

The legislative bodies concerned determine the basic guidance for all levels of SW. At the Chapter level, the legislative body is the voting membership. At the Region level it is the Region Conclave General Assembly. At the national level the Executive Board of Directors and the National Conclave General Assembly are the legislative bodies. The conclave General Assembly is composed of the voting delegates from each member unit. These bodies determine policy and regulations governing the units concerned. They must act in accordance with the spirit and guidance of the SW National Constitution and Manual. The National Conclave General Assembly is the supreme legislative body of SW.

### **3-4. IMPEACHMENT**

Impeachment is the formal accusation that a Chapter or Region President's conduct has been improper, that he/she has neglected his/her duty, or that he/she has failed to carry out the objectives of SW. Judgment of guilt in impeachment cases requires a two-thirds (2/3) vote of the legislative body of the unit concerned and results in the President/ Region President being relieved of his/her duties. This vote may be taken by mail or during a legislative session. Any President/Region President so dismissed may not be elected or appointed to future SW offices. The National President may allow future offices or appointments in cases where impeachment procedures or causes are questionable.

### **3-5. DISMISSAL**

Any elected or appointed officer may be dismissed according to the rules for dismissal of the unit. Any officer so dismissed may not be elected/appointed to other SW offices. As with impeachment, the National President may override this stipulation in questionable cases.

### **3-6. RESIGNATION**

Any elected/appointed officer within SW may submit his/her resignation to the electing or appointing authority for any reason without disclosing the reason for resignation. Resignation does not bar the member from holding the same or any other office at a later date.

### **3-7. MULTIPLE OFFICES HELD BY A MEMBER**

- a. Except as noted below, members of SW may only hold concurrent offices at more than one organizational level with the permission of the National President.
  1. The National Business Chairman may not concurrently hold the office of National President or National Vice President.
  2. The National Parliamentarian may not concurrently hold the office of National President or National Vice President.
  3. Area-Region Chiefs of Protocol may only hold another Region level position.
  4. The National Chief of Protocol may not hold any other position.
- b. No Region President or National Headquarters Staff member can concurrently hold the position of Chapter President or Vice President unless approved by the National President.

### **3-8. SILVER WINGS NATIONAL MANUAL (SWM)**

The SWM prescribes the national policy and procedures, which govern all units within Silver Wings. The authority of the SWM is derived from the SW National Constitution. It is published at the direction of the Executive Board of Directors or the Executive Director as needed. It is amended by a majority vote of the Executive Board of Directors or the active Chapters (via NATCON or a mail poll). Administrative changes are made at the direction of the National President or the Executive Director. Distribution of and changes to the SWM are the responsibility of the Executive Management Center. This process is governed by the provisions of the SWM, Para. 6-4c.

### **3-9. AAS-SW BOARD OF TRUSTEES (BOT)**

- a. Composition of Board of Trustees: The BOT consists of three to fifteen elected permanent members who have a management or financial background, as well as an interest in AAS and SW. Former members of AAS and SW are not eligible for consideration for BOT membership until three years after their active AAS or SW membership ends. Ex-officio members of the BOT include: the Chairman of the Board of AFA, the AFOATS Commander, the AAS National Director of Financial Management, and the SW

National Treasurer. Departing Executive Directors of AAS-SW who wish to do so may be elected as permanent members of the BOT by a majority vote of NATCON.

- b. Election to the Board of Trustees:
  - 1. Trustees are elected by a majority vote of the NATCON General Assembly for life terms.
  - 2. Trustee Emeritus statuses may be granted by the BOT to trustees who can no longer participate in BOT activities on a regular basis.
  - 3. The AAS-SW Joint Executive Board of Directors screens nominations to the BOT and makes recommendations to the NATCON General Assembly based on submissions from all AAS and SW agencies.
- c. Board of Trustees Chairperson: The BOT elects its own chair.
- d. Role of AAS-SW Executive Director: The Executive Director serves as secretary of the BOT. As such the Executive Director is responsible for:
  - 1. Notifying the National President whenever a permanent trustee leaves the BOT.
  - 2. Briefing the NATCON and the Executive Board of Directors on the status of the CPF.
- e. Meetings of the Board of Trustees: The BOT meets no less than once per year. Its meetings are usually held in conjunction with the fall meeting of the Executive Board of Directors or at the National Conclave.
- f. Duties of the Board of Trustees:
  - 1. Management of the AAS-SW Executive Director screening/hiring process according to the provisions of AASMAN-1, Ch. 6.
  - 2. Management and payment of the Executive Director retirement.
  - 3. Evaluation of the fiscal soundness of any AAS or SW resolution requiring support from the CPF (Ref. AASMAN-1, Para. 11.1.5).
- g. Trustee Compensation: Ref. AASMAN-1, Para. 15.15.

## CHAPTER 4 - NATIONAL HEADQUARTERS AND STAFF

### 4-1. GENERAL POLICY

This headquarters is responsible for the nationwide organization of Silver Wings. The national staff members provide direction and focus for the entire organization.

### 4-2. SELECTION OF NATIONAL HEADQUARTERS

There is one national headquarters of Silver Wings. This headquarters is elected by a majority vote of the delegates at the National Conclave for a period of one year. An incumbent Chapter must re-bid if it desires to host national headquarters for a second term. No Chapter may host the national headquarters for more than two (2) consecutive years.

- a. Requirements: The following are prerequisites to hosting national headquarters:
  1. The Chapter must be registered nationally for a period of not less than one year prior to the National Conclave at which it intends to bid.
  2. The Chapter must be in good standing on all organizational levels.
  3. Office facilities must be available. These facilities should include: typewriters/computers, duplicating facilities, and other office equipment necessary to function properly.
  4. Adequate personnel to staff the headquarters, including an advisor, must be available.
- b. Intent to Bid: Any Chapter intending to bid for national headquarters must notify the Executive Director, present National Headquarters, and the National Business Chairman NOT LATER THAN **1 February** of the year its proposes to assume command. Any Chapter failing to notify all of these by the deadline will be disqualified, if another Chapter meets the notification criteria. Notification consists of:
  1. A NATCON resolution proposing that the Chapter host the National HQ.
  2. A bid packet with the following:
    - a) A history of the Chapter.
    - b) Information concerning the proposed National Staff, including the Advisor (Ref. Para. 4-5).
    - c) Written permission from the host detachment PAS.
    - d) Endorsements from school officials, other than AFROTC detachment personnel.
    - e) Additional information that is considered both important and pertinent to selection of the bidding Chapter (such as a proposed budget).
- c. No Bids Received: If no bids for National Headquarters are received by the **1 February** deadline, the National President notifies all Region Presidents and Chapters that no bids for National HQ exist and sets a new deadline (at least two (2) weeks prior to the National Conclave). Chapters may then submit intent to bid according to SWM Para. 4-2a and 4-2b. If no bids are received by the second deadline, bids will be accepted from the floor as outlined in SWM Para. 4-2e(2).
- d. Consideration of Bids: Bids for National HQ are considered at the National Conclave. The bidding Chapter should make Bid Packets available for distribution to all delegates at the National Conclave. Materials to be distributed to delegates must be presented, in advance, to the existing National President for approval.
- e. Procedure at the National Conclave:
  1. National HQ Bids are presented at the first SW business session, as the first order of business following roll call. Bids are then tabled until a later session to allow the Chapters time to consider the bids. Each Chapter bidding for the National Headquarters will be allowed NO LESS THAN (15) minutes and NO MORE THAN (20) minutes for an oral presentation of the bid. The presentation must include five (5) minutes for questions from the floor. The exact time allowed for presentations is set by the National Business Chair and should be announced to those Chapters bidding for National HQ at least (2) weeks prior to the conclave when possible.
  2. If only one Chapter bids for the National Headquarters, the National Conclave will hear the bid presentation and take a "yes" or "no" vote for approval of the single bid. Bids may only be taken from

the floor if the General Assembly disapproves the single bid or if no National HQ bids are received (Ref. Para. 4-2c). Procedures for bidding from the floor are set by the Chair.

3. If no bids for National Headquarters are offered from the floor, the National President and National Business Chair will nominate two Chapters to bid for the National Headquarters after consulting with the Executive Director. A Chapter whose bid was previously disapproved by the General Assembly may be nominated if appropriate changes to the bid are made. These changes should be monitored by the National President and National Business Chair and a new bid prepared for submission to the assembly. If the nominations are accepted (by the nominees), the General Assembly votes to elect one of the nominated Chapters. The chair sets procedures for bidding and voting.

#### **4-3. NATIONAL HEADQUARTERS STAFF**

The required National Headquarters' staff is:

- National President
- National Vice President
- National Development Officer
- National Secretary
- National Treasurer
- National Public Affairs Officer
- National Activities Officer

Other officers may be appointed as deemed necessary. All national staff members must be active members in good standing of their respective Chapter.

#### **4-4. DUTIES OF NATIONAL STAFF**

Duties of the National Staff are outlined below.

- a. National President:
  1. Chairing the SW Executive Board of Directors or appointing a chair, and voting only in the case of a tie.
  2. Serving as a non-voting member of the AAS Board of Directors and attending its meetings when possible.
  3. Enforcing the decisions of the Executive Board of Directors and the National Conclave.
  4. Screening and presenting proposed manual changes that require the approval of the Executive Board of Directors or the National Conclave, as well as directing manual revisions as required.
  5. Confirming/rejecting the nominee for National Parliamentarian and approving the National Parliamentarian for NBC at the close of the last separate session at NATCON.
  6. Presenting, to the Executive Board, during the National Conclave an evaluation of the status of SW as a national organization. This evaluation should include details regarding Chapters and Regions.
  7. Acting as the official representative of National SW to external groups.
  8. Providing leadership for the organization on a national level.
  9. Serving as the National HQ point of contact for the EMC, AAS, and National Administrative Consultants.
- b. National Vice President:
  1. Providing staff development and motivation.
  2. Planning and coordinating staff activities.
  3. Serving as the National HQ point of contact for Region Presidents, Extended National Staff Members, Special Headquarters (such as ARCON, NATCON) and the Alumni Association President.
  4. Monitoring the Chief of Protocol Program in coordination with the AAS National Headquarters.
  5. Co-Chairing the Joint Relations Committee (JRC) (Ref. Para. 8-8).
  6. Organizing and presenting to the rest of the staff all national awards submitted to the National Staff.
- c. National Development Officer:

1. Managing, in cooperation with the Region Presidents, the activation and reactivation of new, deactivated, and inactive Chapters.
  2. Approving the constitution and/or by-laws of activating/reactivating Chapters.
  3. Familiarizing new Chapters with the logistics of the organization.
  4. Handling any other issues concerning activating/reactivating and inactive Chapters.
  5. Managing the affiliation, deactivation, re-activation, and transfer of Chapter affiliation as detailed in Ch. 11 of this manual.
  6. Proactively promoting the growth of SW on the national level.
  7. Monitoring the status of all active Chapters.
  8. Handling any other issues concerning activating and deactivating Chapters.
- d. National Secretary:
1. Preparing for the transfer of all up-to-date materials of the National Headquarters immediately following the selection of the new National Headquarters. This transfer includes:
  2. Files and logs from the previous two years.
  3. Continuity manuals for each national officer.
  4. Up-to-date listing of Chapters and Chapter status.
  5. Region/National budgets from the previous two years.
  6. Ledgers and financial books from the previous two years.
  7. All resolutions passed at the National Conclave, with a copy provided to the National Administrative Consultant (NAC).
  8. Preparing and distributing National Conclave Minutes.
  9. Preparing and distributing National Staff and Executive Board meeting minutes.
  10. Preparing the National HQ Suspense Calendar for distribution in the Fall Packet. (Ref. Fig. 12-2).
- e. National Treasurer:
1. Preparing the National Budget, in conjunction with the Executive Director, and presenting it to the SW Executive Board for approval.
  2. Preparing/distributing a national financial report detailing National Headquarters' expenses.
  3. Submitting at each meeting of the Executive Board, aided by the Executive Director, a financial status report of the organization.
  4. Serving as an ex-officio member of the Board of Trustees during term of office (Ref. Para. 3-9).
  5. Providing fund-raising ideas to Chapters.
  6. Making travel arrangements for the National HQ Staff and coordinating travel payments for Extended National Staff, as applicable.
  7. Coordinating with EMC to insure that dues are received from affiliated Chapters.
  8. Allocating financial resources to Region Presidents, in accordance with Para. 13-7.
- f. National Public Affairs Officer:
1. Creating national level publicity and recruiting materials for SW.
  2. Completing public affairs administrative duties.
  3. Appointing Region Public Affairs Officers, with the approval of the National President, to serve on the National Committee of Public Affairs.
  4. Fostering relations with other organizations.
  5. Aiding in publicity of SW at Region and Chapter levels.
  6. Soliciting articles from the National Committee of Public Affairs and publication/distribution of *On Silver Wings*, the national SW newsletter.
  7. Serve as the Silver Wings National Historian by collecting items of historical record and coordinating their archival with the EMC.
- g. National Activities Officer:
1. Coordinating, guiding, and dispensing information concerning the Joint National Project and the Silver Wings Signature National Project.
  2. Maintain and update National Activities Guide, encourage Regions and Chapters to participate in activity improvement.
  3. Promote member and Chapter retention through a focus on activities that enhance the SW mission.

4. Support active communication of activity ideas on a national level.
5. Promote AFA and AAS joint relations through activities.
6. Preparing a report to the National Conclave detailing SW service activities since the last conclave. Information should include, but is not limited to, data from the Activity Report Form 7A as described in Para. 11-11 and the Permanent Suspense Calendar Figure 12-2.
7. Other duties as requested by SW National President.

#### **4-5. NATIONAL HEADQUARTERS ADVISOR**

The National Advisor is the PAS at the National HQ host school. He/she functions as follows:

- a. Serves as a liaison between SW National Staff, all detachment officers, university officials, and the cadet corps, as well as SW Region and Chapter Advisors.
- b. Provides timely counsel and assistance to encourage decision-making, responsibility, and organizational management among SW National Staff members.
- c. Helps SW members realize and utilize internal and external resources.
- d. Serves as a source of information about Air Force affairs.
- e. Serves as a non-voting member of the SW Executive Board of Directors.

#### **4-6. VACANCIES, DISMISSALS, AND IMPEACHMENTS**

- a. Vacancies on the National Headquarters Staff are filled by appointments made by the National President. The National President must inform members of the Executive Board of Directors within **ten (10) days** of such appointments. If the office of president becomes vacant, members of the National Staff succeed to the office in the order listed in Para. 4-4. The new president then fills any vacancies created by this succession.
- b. The National President may dismiss any member of the SW HQ staff and must inform the Executive Board of the dismissal and name a replacement within **ten (10) days**.
- c. The National President working with the AAS National Commander may dismiss any member of the Joint National Staffs or Special HQs, and must inform the Executive Board of the dismissal and name a replacement chosen by both AAS and SW National HQs within **fifteen (15) days**.
- d. Impeachment of the National President is a function of the Chapters as a whole. Upon receipt of petitions of NOT LESS THAN ten percent of the active Chapters, the Executive Director conducts a mail poll of impeachment approval. Approval of impeachment requires a two-thirds (2/3) majority vote of all active Chapters in good standing.

#### **4-7. NATIONAL HQ ADMINISTRATIVE/PUBLICATION REQUIREMENTS**

- a. Fall Packet: Fall packets are sent to each Chapter and Region President NOT LATER THAN **1 October** of each year. The fall packet contains, as a minimum, the National HQ Suspense Calendar, information on national projects, minutes of the Fall Executive Board Meeting, information from Special Headquarters and extended National Staff members, and other useful information.
- b. Pre-conclave Packet: A pre-conclave packet is sent to each Chapter and Region President NOT LATER THAN **1 February**. This packet includes information about the conclave, instructions from the National Business Chair and National Chief of Protocol, and the requirements that must be met by each Chapter/headquarters to retain voting rights for the conclave. Additionally, the packet may include other useful information, as deemed necessary by the National Staff. This can be posted on the national website, with an email sent by the National Headquarters alerting each Region, Chapter, and PAS. If verification of receipt is not received by NHQ within **two (2) weeks** after the distribution date, a paper copy must be sent to the Chapter.
- c. Post Conclave Packet: The post conclave packet is sent out by the incoming National HQ NOT LATER THAN **thirty (30) days** following the close of the National Conclave. It includes, at least, the following: minutes of conclave business sessions, minutes of Executive Board Meetings held during the conclave, and all conclave resolutions with amendments noted. This can be posted on the national website, with an email

sent by the National Headquarters alerting each Region, Chapter, and PAS. If verification of receipt is not received by NHQ within **two (2) weeks** after the distribution date, a paper copy must be sent to the Chapter.

d. *On Silver Wings*:

1. *On Silver Wings* is the official newsletter of SW. It reflects the policies of the National President, the Executive Board of Directors, and the National Conclave.
2. *On Silver Wings* contains summaries of SW functions, such as various conclaves and projects. Each issue should contain a letter from at least two of the following: the National President, the Executive Director, the SW National HQ Advisor, distinguished alumni members, or a guest writer. Each semester issue of *On Silver Wings* should contain an insert that represents the Arnold Air Society, to promote communication between the organizations. Articles should be oriented toward national activities of the organization.
3. Letters to the editor are encouraged. The National Editor should solicit articles from Chapters and members of the National Committee of Public Affairs and an effort should be made to publish as many as possible.
4. *On Silver Wings* must be published in sufficient quantity to meet the demand at the Chapter level, provide copies to Honorary and Alumni members, and for additional distribution as deemed necessary by the National President or Executive Director. Copies should also be mailed to AFROTC HQ, the AFROTC Region Commandants, the National Administrative Consultants for SW and AAS, and members of the Board of Trustees.
5. Although publishing *On Silver Wings* is only required bi-annually, NHQ is encouraged to publish monthly electronic newsletters in order to inform more members and create a greater interest in Silver Wings.

#### **4-8. NATIONAL HEADQUARTERS FINANCES**

Ref. Ch. 13.

#### **4-9. NATIONAL HEADQUARTERS MAILING LIST**

National HQ endeavors to insure that all necessary individuals and headquarters remain informed concerning current SW policy. The following persons/headquarters must receive a copy of all nationally distributed materials:

- a. Each Chapter
- b. Each Region President
- c. Executive Management Center
- d. NATCON Headquarters
- e. SW National Business Chair (and AAS National Business Chair if material is of a joint nature)
- f. National Chief of Protocol
- g. Joint Alumni Association Director
- h. AAS National Commander
- i. SW National Administrative Consultant (and AAS National Administrative Consultants if material is of a joint nature)

#### **4-10. NATIONAL DISCIPLINE**

The power to enforce SW rules is vested in the National Staff. Enforcement actions may include fines, suspension of Region/Chapter officers, and suspension of charters. The National Staff is empowered to conduct investigations of all units within Silver Wings.

- a. Fines: All offenses for which units may be fined must be named well in advance of any disciplinary actions taken by National HQ. Fines levied by National HQ are limited to \$10.00 per finable offense.
- b. Investigations: Investigations are conducted by National HQ to determine the status of a particular situation, to secure information, or to resolve problems concerning SW. Investigations may be initiated either at the president's prerogative, or upon request of another unit within SW (provided that sufficient justification for

an investigation is submitted). A Report of Investigation will be submitted to the unit investigated and the requesting unit. The investigating authority follows the most practical method of investigation, and all parties involved must be notified in advance of the method used. Appeals of findings must be made to the National President within **two (2) weeks** of the publication of the investigation report.

1. The results of an investigation may lead to the dismissal of Chapter or Region officers. Notification of such a decision will be made to the respective Region President and the Chapters in the Region (if a Region officer is dismissed). Appeals are made to the Executive Board of Directors.
2. A Chapter's charter may be temporarily suspended by the National President, based on the Report of Investigation. The Chapter will be given **thirty (30) days** to correct the listed problems. Upon failure to correct the problem, the National President recommends to the Executive Board of Directors that the charter be permanently suspended. Permanent suspension requires a majority vote of the Executive Board of Directors.

## CHAPTER 5 - EXTENDED NATIONAL STAFF

### 5-1. NATIONAL CHIEF OF PROTOCOL (NCOP)

AAS and SW jointly sponsor the office of National Chief of Protocol. This officer is both organizations' official chief of protocol and alternate national representative. If this officer is an AAS member, he/she holds the rank of AAS C/Col.

- a. Duties: The duties of the NCOP are detailed in the AAS-SW Joint Protocol Manual (JPM-1). The National HQ may assign other duties, as necessary.
- b. Funds: The Executive Director appropriates funds for the NCOP. SW National HQ may add to this allocation, based on a budget submitted by the NCOP NOT LATER THAN **1 August**. Budget planning is coordinated with the Executive Director prior to **1 August** of each year. This budget is presented for approval at a Joint Executive Board Meeting during the fall meeting of the boards.
- c. Applicant Eligibility: Eligibility requirements for the position of NCOP are outlined in JPM-1. All applicants must be a member in good standing of a nationally affiliated AAS or SW Chapter and must remain so during term of office. Applicants must also be able to attend the NATCON at the conclusion of term of office.
- d. Applicant Materials: Each applicant must submit an application packet to the current NCOP by **15 February** (Ref. JPM-1).
- e. Selection Committee: Ref. JPM-1.
- f. Presentation of New NCOP: The position and title of NCOP are conferred at the National Conclave by the incumbent NCOP during the Final Joint Business Session at NATCON.
- f. Succession between National Conclaves: If at any time, the NCOP is unable to fulfill the duties or term of office he/she will be replaced by the alternate (who was chosen by the Selection Committee). The National Presidents and the Executive Board of Directors determine when the NCOP should be replaced. The Executive Director is the repository of voting results. If the alternate is not available, applications will be accepted and the Executive Director will coordinate the selection process.

### 5-2. NATIONAL CHIEF OF PROTOCOL EXECUTIVE OFFICER (NCOP XO)

The National Chief of Protocol Executive Officer is an optional position designated to assist the NCOP in their duties. The individual may be a member of either AAS or SW. It is encouraged that if the NCOP is a SW member the XO be an AAS member and vice versa. If this officer is an AAS member, he/she holds the rank of C/Lt Col.

- a. Duties: Ref. JPM-1.
- b. Selection: Ref. JPM-1.

### 5-3. NATIONAL BUSINESS CHAIR (NBC)

The National Business Chair is usually the person who was the National Parliamentarian during the previous year and assumes the position of NBC immediately after the last NATCON business session, upon confirmation by the SW National President (Ref. Para. 4-4a and Para. 5-3b). If the National Parliamentarian cannot assume the duties of the NBC or if the National Business Chair must be relieved of his/her duties while in office, the National President is responsible for appointing a new National Business Chair as soon as possible. The National President also informs all members of the Executive Board of such a change within **ten (10) days** of selection of the new NBC. The National Business Chair is responsible for:

- a. Serving as a non-voting member of the Joint and SW Rules, Ways, and Means Committees (RWMC) of the Executive Board of Directors (Ref. Para. 8-5 and Para. 8-6.).
- b. Serving as a voting member of the NATCON Budget Committee of the Executive Board of Directors (Ref. Para. 8-7.).
- c. Delivering reports and/or briefings to the Board of Directors, as necessary.
- d. Being well versed in the procedures contained in the most current edition of Robert's Rules of Order Newly Revised.
- e. Sharing the responsibility of chairing joint sessions with the AAS National Business Chair (Ref. Para. 9-15).

- f. Serving as Chairman and conducting all SW business sessions at the National Conclave. As the Chairman, the NBC is responsible for insuring the orderly and expedient conduct of all SW business.
- g. Assisting the National President in determining NATCON and Executive Board Meeting agendas.
- h. Being prepared to conduct parliamentary procedure workshops at NATCON, Executive Board Meeting, and Area-Region Conclaves.
- i. Submitting articles to *On Silver Wings* concerning parliamentary procedure, conduct of business at NATCON, the office of National Parliamentarian, and other pertinent topics. Also, policy letters for distribution through National Headquarters may be written.
- j. Selecting the National Parliamentarian, in accordance with Para. 5-3.
- k. Serving as an advisor to the National President on the issues of parliamentary procedure, agendas, membership conduct, resolutions, legislative matters, and other appropriate topics.
- l. Preparing, numbering and distributing resolutions at the National Conclave. The National President may request that the NBC assume Chairman duties at the Fall Executive Board Meeting.
- m. Supporting the National Secretary in preparing the minutes of the Fall Executive Board of Directors Meeting and the National Conclave by providing original resolutions, amendments, and other pertinent materials within **fifteen (15) days** of the close of the meetings.
- n. Training the National Parliamentarian and providing files and a continuity notebook to the new National Business Chair at the close of the National Conclave.
- o. Serving as a non-voting member of the Joint and SW Executive Boards of Directors, and as such attending all meetings of the Boards.
- p. Being prepared to serve as the National HQ Representative at Area-Region Conclaves, at the request of the National President.
- q. Submitting a budget **NOT LATER THAN 1 August**, detailing the expected expenses of the National Business Chair/National Parliamentarian Program (Ref. Ch. 13).
- r. Submitting Extended National Staff Reports to the National President on the dates listed in the permanent suspense calendar (Ref. Fig. 12-2). Reports should include information regarding officer's activities, conclave preparations, updated financial status, problems, and officer's comments.

#### **5-4. NATIONAL PARLIAMENTARIAN**

This officer is appointed by the National Business Chair and confirmed by the National President. Normally, the National Parliamentarian is at the sophomore or junior academic level. Each Region President should attempt to secure at least one applicant from his/her Region.

- a. Selection: The National Parliamentarian is selected by the National Business Chair using the National Parliamentarian Application Form, SW Form 12. Applications are reproduced locally and sent to the National Business Chair, National President, and Executive Director (EMC) **NOT LATER THAN 1 December** of each year. Nominees may be any active member of SW and are judged based on overall experience in parliamentary procedure and knowledge of SW and its procedures. The National Business Chair screens all nominees and selects a candidate for National Parliamentarian **NOT LATER THAN 15 January**. The National President confirms or rejects the selection made by the National Business Chair and all applicants are formally notified in writing by **1 February**. In the event that no applications are received by the deadline, the National President informs all Region Presidents of the vacancy and sets a new application deadline. A parliamentarian or successor to the NBC must be appointed before roll call of the first SW Separate Session at the National Conclave. If necessary, applicants may be solicited at this time.
- b. Duties:
  - 1. Processing Proxy Vote Forms at the National Conclave and ruling on points of order during NATCON business sessions.
  - 2. Counting votes and insuring accuracy of voting procedures at NATCON.
  - 3. Serving as an advisor to the National President and NBC on the issues of parliamentary procedure, agendas, members' conduct, resolutions, legislative matters, and other appropriate topics.
  - 4. Acting as an apprentice to the NBC and serving as his/her assistant during NATCON.

5. Acting as or supervising runners for the Business Chair during the National Conclave.
6. Becoming the National Business Chair following performance of the duties of National Parliamentarian at the National Conclave. Additionally, the Parliamentarian should be prepared to assume the duties of the National Business Chair before this time, should circumstances require replacement of the National Business Chair. Accession to the office of NBC is approved by the National President based on successful completion of National Parliamentarian duties.
7. Serving as a non-voting member of the Joint and SW Rules, Ways, and Means Committees (RWMC) of the Executive Board, as well as serving on both Executive Boards.
8. Taking attendance at NATCON and calculating and reporting quorum statistics to the NBC.
9. Compiling a packet of manual changes based on the NATCON resolutions to be sent to the National Administrative Consultant within **thirty (30) days** of the National Conclave.

#### **5-5. NATIONAL WEBMASTER**

AAS and SW jointly sponsor the office of National Webmaster. If this officer is an AAS member, he/she holds the rank of AAS Lieutenant Colonel (Ref. AASMAN-1, Para. 8.13).

- a. Duties: This officer is responsible for updating and maintaining the AAS and SW National Websites in coordination with the National Administrative Consultants. This officer should ensure the functionality and integrity of the website on a continual basis.
- b. Funds: Funding for the National Website is provided by EMC (Ref. Ch. 13).
- c. Applicant Eligibility and Nomination: All applicants must be active members in good standing of a nationally affiliated AAS or SW Chapter. Candidates may not be members of any incoming National Headquarters or NATCON Headquarters host Chapter. Any interested member may apply. Area Commanders and Region Presidents should nominate at least one member from the Area-Region.
- d. Applicant Materials: Applicant materials are outlined in AASMAN-1, Para. 8.13 and should be submitted **NOT LATER THAN 1 February** to the AAS National CC and the SW National President.
- e. Selection: The AAS National CC and SW National President select the Webmaster prior to NATCON. Applicants are notified in accordance with AASMAN-1, Para. 8.13.

## CHAPTER 6 - EXECUTIVE MANAGEMENT CENTER

### 6-1. DESCRIPTION

The SW Executive Management Center (EMC) is located with the AAS Executive Management Center. The location of the center may be changed by a two-thirds (2/3) vote of the Joint Executive Board of Directors. The Executive Director may establish an alternate location for an interim period, pending consideration by the Board of Directors. The current address of the EMC is:

Arnold Air Society and Silver Wings  
The Air Force Association, Suite 400  
1501 Lee Highway  
Arlington, VA 22209  
mgmt.center@arnold-air.org

Current contact information including phone numbers is also available on the national website: [www.silverwings.org](http://www.silverwings.org) or [www.arnold-air.org](http://www.arnold-air.org). Members are encouraged to contact the EMC via phone or e-mail.

### 6-2. STAFF

- a. Executive Director (ED): The Executive Director is the chief employee of the EMC and serves to manage the center and is one of the two full time employees. The Executive Director is recruited and nominated according to the provisions of AASMAN-1, Ch. 6 and AASMAN-2, Para 2.3. After nomination, the Joint NATCON Assembly confirms the candidate.
- b. Executive Secretary: The Executive Secretary is hired by the Executive Director and is responsible for the functions assigned by the Executive Director. The Executive Secretary is the second of two full time employees.
- c. Co-Executive Director: Upon Approval of the Board of Trustees (BOT) that both funding and qualified candidates exist, the EMC may expand its staff to include a Co-Executive Director who may be full-time or part-time at the discretion of the BOT. Duties of each ED are defined by the BOT. The BOT screens, selects, and hires candidates for Co-Executive Director.
- d. National Administrative Consultants (NAC): The NACs are appointed by the Executive Director and are responsible for functions assigned by the Executive Director. Typical functions include manual revisions and changes, protocol, and conclave assistance.
- e. Other Employees: Other employees are hired or appointed by the Executive Director as necessary and are responsible for the functions assigned by the Executive Director.

### 6-3. DUTIES OF THE EXECUTIVE DIRECTOR

The Executive Director is in charge of the EMC and is responsible to the Executive Board of Directors through the National President. His/Her function is to direct the national administration of SW and to represent SW at the request of the National President. The primary responsibility of the Executive Director is to provide continuity in management of the national administrative affairs, stability of financial planning, and strategic planning of SW programs and policies. Specific duties include:

- a. Provide semi-annual reports to the Executive Board and/or the National Conclave. These reports analyze membership trends, summarize financial status, and project potential management issues. The ED also provides Chapter status information to National HQ that includes, but is not limited to, lists of Chapters with delinquent national dues.
- b. Make recommendations on the formulation of national policies and assist with implementation of these policies.
- c. Attend ARCONs when necessary or beneficial and at the direction of the National President.
- d. Assist with Chapter problems in coordination with the SW National President.
- f. Make arrangements for the fall meeting of the Executive Board of Directors.
- g. Assist/Direct NATCON staff in preparations for NATCON.

- h. Serve as Secretary for the Board of Trustees.
- i. Manage the EMC and distribution of membership equipment.
- j. Evaluate the fiscal soundness of resolutions according to Para. 8-5 and Para. 8-6.

#### **6-4. ADMINISTRATIVE/PUBLICATION RESPONSIBILITIES**

- a. Supplies in Stock: Chapter charters, certificates, and other basic equipment items such as insignia, manuals, and administrative forms are kept in stock at the EMC. Chapters/headquarters may order these items from the EMC on the forms provided yearly by the EMC in its Fall Administrative Packet.
- b. SW Forms: All permanent SW forms contain a form number and date of latest revision. Previous editions should be destroyed. Those forms not included in SWM are kept in stock at the EMC and are distributed annually (Ref. Fig. 12-1).
- c. Silver Wings National Manual (SWM):
  - 1. SWM is revised each year following the National Conclave by the NACs. Revisions incorporate all directive legislation and policy statements from the Executive Board, Executive Director and/or National Conclave, corrections of typographical/grammatical errors, modifications of wording/format to clarify meaning or eliminate duplication, and elimination of conflict with previous legislation.
  - 2. The revised manual is distributed on the national website.
- d. Membership Rosters: The Executive Management Center prepares a membership renewal roster annually, and distributes one copy to each Chapter. The copy is updated by the Chapter and returned to EMC as noted in Para. 2-3.
- e. Unit Address Roster: Each summer the EMC prepares a joint AAS-SW Unit Roster containing current addresses and telephone numbers of Chapters, Squadrons, AFROTC Detachments, National, Region, Area, and Special Headquarters. The roster is included in the Fall Administrative Packet sent out by the EMC.
- f. Fall Administrative Packet: The EMC prepares a packet each fall and sends it to each Chapter by **30 September**. Chapters failing to receive this packet by **30 September** should promptly notify the EMC by phone, email, or letter. The Fall Administrative Packet includes, at a minimum:
  - 1. All SW Forms published and distributed by the EMC.
  - 3. Unit Address Roster.
  - 4. Other materials as needed.
- g. Items of Historical Significance: The EMC manages the storage of items of historical significance or monetary value such as chapter charters. Deactivating chapters or chapters unable of securely storing their items of historical significance should contact the EMC to coordinate the storage of said items (Ref. Para. 11-6).

#### **6-5. FINANCIAL RESPONSIBILITIES**

- a. National Books: The Executive Director, in coordination with the National Treasurer, is the custodian of the national books.
- b. Annual Financial Review: The EMC submits all financial records of SW and AnF-SW Alumni to a qualified independent accounting agency. This review of accounts is conducted at the close of each financial year (31 August). The contractual authority for the costs of this review is vested in the Executive Director. In addition to the annual audit, the Executive Director aids the National Treasurer in submitting to the Executive Board, at each regular meeting, a report on the financial status of the organization. This report does not need to be certified.
- c. IRS Requirements: Silver Wings is exempt from Federal Internal Revenue taxation under the provision of paragraph 501(c)4 of the code. The letter of exemption is on file at the Executive Management Center. SW units' income tax requirements are filed by the EMC.
- d. Other Taxes: The AAS pays all FICA taxes. Although SW is not exempt from state sales tax, some units may be individually exempt, due to affiliation with universities.

## CHAPTER 7 - EXECUTIVE BOARD OF DIRECTORS

### 7-1. COMPOSITION

- a. The National President is Chairman of the Executive Board and votes only in the case of a tie.
- b. The Region Presidents are the voting members of the Executive Board of Directors.
- c. The remaining National Headquarters Staff members serve as non-voting members.
- d. The National Business Chair, National Parliamentarian (at NATCON), National Chief of Protocol, NATCON CC and Co-CC, AAS National CC, National Webmaster, Executive Director, Joint Alumni Association Director, and National Administrative Consultants are non-voting members of and advisors to the Executive Board of Directors.
- e. Members of the NATCON staff, other SW officers, and interested parties may attend Executive Board Meetings, when necessary.
- f. Incoming board members may attend meetings of the Board of Directors during the National Conclave. However, they act as observers, without voice or vote.

### 7-2. MEETINGS OF THE BOARD

The Executive Board of Directors customarily meets twice during each year. The first meeting takes place in the fall in conjunction with the AAS Executive Board Meeting. The second meeting is held during the National Conclave. The National President may convene the Board at other times. However, due to academic schedules and economic considerations, this is usually not feasible.

- a. The National President is the presiding officer at board meetings. However, he/she may appoint the NBC or another officer to chair the sessions. The NBC is responsible for preparation and numbering of resolutions for the National President.
- b. Closed meetings of the Board consist of the voting members, the presiding officer, the Executive Director, the NACs, and any other persons requested by the Board. A closed meeting may be called at any time by a majority of the Board.
- c. Regions not represented at board meetings may delegate their votes to another member of the Board. Written notification must be delivered to the NBC. Proxies may be re-delegated. A quorum cannot be constituted if proxies exceed 20% of the votes present.
- d. Resolutions may be submitted by any member of the Board. All resolutions must be distributed to the Board members prior to discussion.

### 7-3. AUTHORITY/FUNCTION OF THE BOARD

- a. The Executive Board of Directors has authority over programs, policy, and organization of SW subject to approval of the National Conclave. The Board derives its authority from the SW National Constitution and the NATCON General Assembly and can in no way overrule either.
- b. The Board is the only body empowered to interpret the SW National Constitution.
- c. The Board may enact legislation between NATCONs and decide on legislation that was not disposed of by the NATCON assembly.
- d. The Board may delegate specific authority to the National President or other officers. Decisions made by these officers are subject to confirmation by the Board or NATCON assembly.
- e. Any Board action, except judicial interpretation of the SW National Constitution, may be overruled by a majority of the active Chapters. A vote to overrule the Board may take place either at the National Conclave or by a mail poll requested by at least three Chapters and conducted by the Executive Director.

#### **7-4. AGENDAS OF BOARD MEETINGS**

The National President prepares a proposed agenda for meetings of the Board. The National Business Chair and other officers serve to advise the President on agenda items. The proposed agenda is reviewed by the Executive Director, who coordinates it with the AAS and other agendas.

- a. Any member of the Board may ask to have an item included on the agenda. These requests are made to the National President and must be honored.
- b. Non-members of the Board may request that items be considered. These items are considered at the discretion of the National President.
- c. The Fall agenda must include, but is not limited to, the following items:
  1. An organizational analysis of SW presented by the Executive Director.
  2. A cumulative financial report given by the National Treasurer and the Executive Director, as well as, presentation and approval of the National HQ Budget.
  3. A report on NATCON given by the NATCON CC or designated representative. This report should include information on the NATCON agenda and budget.
  4. A brief, oral report concerning Region status, to be given by each Region President. The report should include goals, an ARCON update, and the status of each Chapter in the Region.
  5. A report by the National Special Headquarters Executive Officers.
  6. If the Joint National Project selected by the previous NATCON assembly must be eliminated for reasons beyond the control of SW-AAS, the Fall Executive Board of Directors may select one of the top two remaining project proposals that were on the floor at NATCON.
  7. An impact report of the Silver Wings Signature National Project (SNP) will be conducted every **three (3) years** to include the status, possible areas of improvement for the project, or the need for changing the project if it no longer meets the goals or provides outreach opportunities for the organization on a national level. The SNP should reflect the mission of Silver Wings and meet requirements similar to those of the JNP as per Para 9-14f.
  8. Presentation and approval of the NBC, National Special HQ, and NCOP budgets.
  9. Review of the NATCON Budget by the NATCON Budget Committee and approval of the NATCON budget by the Joint Board of Directors following the recommendation of the NATCON Budget Committee.
  10. Discussion and approval of manual changes and manual revisions, as necessary.
  11. Selection/appointment of Standing Committee Members and alternates.
- d. The Spring agenda includes, at a minimum, the following items:
  1. A comprehensive report on the status of SW by the National President.
  2. A National Headquarters Budget Report by the National Treasurer.
  3. Resolutions passed to the Board by RWMC.

#### **7-5. MINUTES OF EXECUTIVE BOARD MEETINGS**

The National Secretary distributes an executive summary of all meetings of the Executive Board to all units of SW, within **thirty (30) days** following the close of the meeting. Minutes of Board meetings should include all resolutions, amendments, vote tallies, and a summary of pertinent debate.

#### **7-6. COMMITTEES OF THE EXECUTIVE BOARD**

The National President establishes committees of the Board as he/she deems necessary. The following committees are permanently authorized: Joint Rules, Ways, and Means Committee, SW Rules, Ways, and Means Committee, and the NATCON Budget Committee (Ref. SWM, CHAPTER 8).

#### **7-7. JOINT EXECUTIVE BOARD**

All members of the SW Executive Board of Directors serve on the SW-AAS Joint Executive Board of Directors. Meetings of the Joint Board are held in conjunction with the separate meetings. Agenda items of potential impact to both organizations must be discussed before a Joint Board. Joint Board Meetings are chaired by the AAS National CC or appointed representative. The SW National President's tie-breaking vote applies only to the SW portion of

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the Board. Likewise, the AAS National CC's tie-breaking vote applies only to the AAS portion of the vote. As with NATCON, votes of the Joint Executive Board of Directors are conducted using a bi-cameral format.

## CHAPTER 8 - SPECIAL HEADQUARTERS, COMMITTEES

### ***SECTION A: SPECIAL HEADQUARTERS***

#### **8-1. PERMANENT SPECIAL HEADQUARTERS**

The National Conclave or the Executive Board of Directors may establish special HQs. Special HQs are hosted by an active Chapter which is both interested in and large enough to support the burden of hosting the HQ. The Executive Officer of each HQ is chosen from the membership of the host Chapter and confirmed by the General Assembly of the National Conclave at which the proposed Executive Officer intends to take office. If the HQ Executive Officer cannot be confirmed at NATCON, the assembly may vote to allow the Executive Board of Directors to confirm the Executive Officer at its fall meeting. Other positions within the special HQ are established by the HQ Executive Officer (unless the SWM sets specific provisions) and reviewed by the Executive Board of Directors.

#### **8-2. EXECUTIVE MANAGEMENT CENTER**

Ref. Ch. 6.

#### **8-3. NATIONAL CONCLAVE HEADQUARTERS**

Ref. Ch. 9.

### ***SECTION B: COMMITTEES***

#### **8-4. SW RULES, WAYS, AND MEANS COMMITTEE (RWMC)**

The RWMC is a special committee of the Executive Board of Directors, which functions only at the National Conclave.

- a. **Membership:** The National President is the chairman of the RWMC, but may delegate this duty to the National Business Chair. The voting members of the RWMC are three Region Presidents, who are selected by the Executive Board during its fall meeting. Non-voting members include: the Executive Director or designated representative, National Business Chair, National Parliamentarian, National Administrative Consultants, and any two National HQ Staff members appointed by the National President.
- b. **Function:** The RWMC functions to review all resolutions submitted for discussion at the National Conclave. The committee may make decisions about specific resolutions in accordance with Para. 8-5c. Its decisions are final unless appealed in accordance with Para. 8-5d. Additionally, the RWMC must insure that all resolutions sent to a legislative body for discussion have sufficient detail to be implemented by SW. This is accomplished by insuring the following:
  1. Resolutions may not conflict with any higher authority, unless the resolution seeks to change that authority.
  2. Resolutions with the potential for significant impact on SW must be submitted to the General Assembly, unless SWM or the SW National Constitution specifically gives the power to the Executive Board of Directors.
  3. Any resolution involving an inflexible commitment of funds by all Chapters or changing the currently approved five-year expenditure plan must have previously undergone an evaluation of its fiscal impact on SW and AAS (Ref. AASMAN, Para. 11.1.5).
  4. The RWMC may not approve a resolution for discussion by a SW legislative body that potentially affects both SW and AAS. Resolutions of this type must be referred to the Joint Rules, Ways, and Means Committee.
- c. **Powers:** The RWMC may take several actions on a specific resolution:

1. It may approve a resolution as written and submit it for delivery to the General Assembly or the Executive Board of Directors for decision.
  2. It may return a resolution to the author for revision or clarification.
  3. It may revise any resolution and submit the revised resolution to the General Assembly or the Executive Board of Directors for decision.
  4. It may table a resolution for further study. Such resolutions are returned to the author for this study and must be resubmitted at a future conclave to be considered.
  5. It may reject a resolution based on Para. 8-5b(3).
  6. It may combine resolutions of similar intent, to conserve the time of the General Assembly or Executive Board.
  7. It may table indefinitely resolutions of a frivolous nature.
- d. Overruling the RWMC: Sponsors may submit resolutions rejected by the RWMC to the General Assembly if a majority of the NATCON delegates or a majority of the Region Presidents call the resolution from committee. In these cases, the National Business Chair or the presiding officer must schedule the resolution for debate and disposition at the earliest possible time. Unless a resolution is called from committee, all resolutions must go through the RWMC before reaching the General Assembly. Resolutions rejected due to financial impact on the organization may not be called from committee.
- e. Bypassing the RWMC: If the RWMC cannot or will not meet to consider a resolution, its sponsors may submit it to the General Assembly by obtaining approval from a majority of the delegates or a majority of the Executive Board of Directors as outlined above. The National Business Chair should be notified in advance so that copies of the resolution can be made for each delegate.

#### **8-5. JOINT RULES, WAYS, AND MEANS COMMITTEE (JRWMC)**

Ref. AASMAN-1, Ch. 11. The JRWMC is a special committee of the Joint Executive Board of Directors. It functions only at NATCON and deals with resolutions impacting both AAS and SW.

- a. Membership: The AAS National Commander is chair. The SW voting members include three (3) Region Presidents, who are elected/appointed at the Fall Meeting of the Executive Board. These may be the same Region Presidents who are chosen for the SW RWMC, but may be different if the Board desires. The non-voting members are the same as for the SW RWMC, except only one national staff member is appointed to this committee. AAS members are listed in AASMAN-1.
- b. Responsibilities: The JRWMC screens all resolutions of a joint nature in the manner prescribed by SWM, Para. 8-5. It screens Joint National Project Resolutions and selects three for submission to the General Assembly (Ref. Para. 9-14g).
- c. Overruling the JRWMC: The JRWMC may be overruled by the joint AAS-SW General Assembly or the Joint Board of Directors in the manner prescribed by Para. 8-5d.
- d. Bypassing the JRWMC: The JRWMC may be bypassed in the manner prescribed in Para. 8-5e by the joint AAS-SW General Assembly or the Joint Executive Board of Directors.

#### **8-6. NATCON BUDGET COMMITTEE**

Ref. AASMAN-1 Para 8.9

- a. Membership: The SW members of this committee are: the SW National President, SW NBC, a Region President, NATCON Chair, NATCON Finance Officer (if applicable), Executive Director, and National Administrative Consultants. The Executive Director and National Administrative Consultants serve in an official advisory capacity. AAS members are listed in AASMAN-1.
- b. Function: The committee meets during the fall meeting of the Executive Board of Directors. It functions to review the NATCON budget for proper financial practices and appropriate disbursements of funds. Where necessary, the committee will amend the budget, subject to approval of a committee majority. The complete budget must then be approved by the committee and forwarded to a full session of the Joint Executive Board of Directors for approval. The committee, upon recommendation of the NATCON CC, may call appropriate and available NATCON staff officers to appear before it to discuss portions of the budget within their area of expertise.

### **8-7. JOINT RELATIONS COMMITTEE (JRC)**

The JRC serves to review the status of the AAS-SW relationship with the AFA and to suggest methods for improving communication and cooperation between the AFA and AAS-SW. The committee meets at the fall Executive Board Meetings and NATCON. The AAS National Vice Commander and the SW National Vice President co-chair this committee. The SW members of this committee include three Region Presidents, selected by the Silver Wings National Staff. The NCOP is an ex-officio member.

### **8-8. VISION COMMITTEE**

Ref. Atch. 7.

- a. Membership: The SW National President is the chair. Voting members include three (3) Region Executive Officers who are selected by the National President. Non-voting members include the National Administrative Consultants. Committee members should work in conjunction with the AAS Vision and Strategic Planning Committee members to make certain there are no conflicts in joint goals and objectives.
- b. Function: The Vision Committee serves to review the Vision on a yearly basis. Committee members are to confirm the status of AAS-SW-AFA relations and to suggest methods for improving and modifying the Vision. The Vision is to be used to ensure that all goals and objectives are met and that all members are using it as a unified tool to better the organization as a whole.

### **8-9. SPECIAL COMMITTEES**

Special committees may be appointed, as needed, by the Executive Board of Directors or the National President. The Executive Board of Directors or the National President will set membership, function, and tenure.

## CHAPTER 9 - NATCON, NATCON HQ, NATCON PROCEDURES

### ***SECTION A: SITE SELECTION/TIMING OF CONCLAVE***

#### **9-1. SCHEDULING**

The National Conclave (NATCON) of SW is held in conjunction with the AAS NATCON. For financial reasons, the NATCON is usually held over Easter Weekend. However, the dates must be restricted to four days that include a full weekend.

#### **9-2. CONVENTION PLANNING**

For detailed information on NATCON procedures Ref. AASMAN-1, Ch.9.

- a. Site Selection: Selected by bidding Chapters in conjunction with the Executive Director per AASMAN-1, 9.1.
- b. Advance Notice of Intent To Bid: Ref. AASMAN-1, 9.1 for further clarification. Chapters-Squadrons intending to bid for the NATCON HQ should notify the Executive Director NOT LATER THAN **15 November**, 1-1/2 years preceding the conclave that they intend to host. AAS and SW National HQ and the AAS and SW National Business Chairs must receive notification in the form of a resolution at least **six (6) weeks** prior to the NATCON at which the Chapter plans to present its bid.

#### **9-3. NO NATCON HQ BIDS RECEIVED**

Ref. AASMAN-1, Para. 9.3.

### ***SECTION B: NATIONAL CONCLAVE HEADQUARTERS***

#### **9-4. DESCRIPTION**

The National Conclave HQ and the Executive Director are responsible for the adequate preparation and conduct of the annual conclave. The NATCON HQ staff is comprised of the members of the Chapter and Squadron hosting the NATCON HQ. The NATCON HQ is responsible to the Executive Board of Directors, through the National President. Any Chapter, in good standing, with an interest in bidding to host NATCON should contact the Executive Director for advice and information on possible sites in the intended area. It is not necessary for the host Chapter to be located in the immediate vicinity of the NATCON site. Chapters intending to bid must meet the advance notice requirement per Para. 9-2b. The proposed host Chapter must list in the bid the co-host Squadron, if one exists, and any Chapters/Squadrons that have agreed to assist in the planning/operation of the NATCON. The NATCON HQ and the National HQ may not be hosted by the same Chapter concurrently.

- a. NATCON Staff. The NATCON HQ is normally commanded by Co-Commanders (one AAS and one SW). The conclave staff normally consists of the following personnel (this structure may be amended, as necessary)
  - Vice Commander
  - Director of Operations
  - Director of Information Management
  - Director of Financial Management
  - Director of Public Affairs
  - Transportation Officer
  - NATCON Chief of Protocol (NATCOP) (Ref. JPM-1).

Offices under the Commander (CC) may be filled with AAS or SW members; however, both SW and AAS should have a Co-Commander when possible (Ref. Para. 9-4d, 9-4e, and 9-4f). In addition to these officers, the NATCON CC may seek support from schools in the immediate area to handle requirements not limited to entertainment, protocol, and security.

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- b. Vacancies in the NATCON HQ personnel are filled by NATCON CC, with the approval of the NATCON Advisor. A vacancy in the office of NATCON CC is filled by the National President, with the concurrence of the NATCON HQ advisor.
- c. The NATCON CC may dismiss any member of the NATCON staff. The National President may dismiss the NATCON CC, after consultation with the Executive Director, National HQ Advisor, and NATCON Advisor.
- d. AAS Squadrons with a co-located SW Chapter will co-host the NATCON HQ. The Chapter will share responsibility and provide a staff headed by the SW NATCON Co-Commander.
- e. In the absence of a co-located Silver Wings Chapter there must be a signed agreement between the Squadron with no Chapter and a Chapter from a neighboring school for that Silver Wings Chapter to assist in the planning and execution of NATCON.

### **9-5. NATCON HQ ADVISOR**

The NATCON Advisor is the PAS at the NATCON HQ host school.

### **9-6. NATCON HQ BIDDING AND SELECTION PROCEDURES**

Ref. AASMAN-1, 9.5.

- a. Format of the Bid: Each bid must be in the form of a NATCON Resolution stating the name of the Squadron-Chapter, location of the conclave, dates of the conclave, names and number of hotels, names of prospective NATCON staff members, and name of the host PAS. This resolution must be received by the Executive Director NO LATER THAN **thirty (30) days** prior to the conclave at which the bid is to be presented. All bids must bear, as attachments, the written endorsements of the University President of the host and the host PAS.
- b. Procedure at the Conclave: Bid resolutions are presented at the First Joint AAS-SW Business Session of the conclave and after a question/answer period tabled until a later session (at least one (1) day later than the day the bids are first presented). At the appropriate later session, the bids are taken from the table for discussion and decision.
  - 1. Each bid presentation may be no longer than thirty (30) minutes in length, including a question and answer period of at least five (5) minutes. The NBC may reduce presentation length at his/her discretion.
  - 2. The presentation must be conducted by SW-AAS active members; however, other interested personnel may be available to answer questions.
- c. Special Voting Rules for NATCON HQ Selection: Ref. AASMAN-1, 9.5.3. The NATCON HQ Host Chapter and Squadron are determined by a vote of Silver Wings and Arnold Air Society. Each Chapter and Squadron and Area and Region HQ is entitled to one (1) vote (subject to the loss of vote provisions of each organization). Should one resolution not receive a majority vote from both organizations, a run-off vote is held between the top two (2) resolutions.

### **9-7. CONCLAVE HQ ADMINISTRATIVE/PUBLICATION REQUIREMENTS**

- a. NATCON HQ Mailing List: The following list is provided for guidance in distributing information deemed necessary by the NATCON HQ:
  - 1. SW/AAS National HQ
  - 2. Executive Management Center
  - 3. All Area/Region HQ
  - 4. All Chapter and Squadrons
  - 5. SW/AAS National Administrative Consultants
  - 6. AAS/SW National Business Chairs
  - 7. NCOP
  - 8. Members of the Board of Trustees
  - 9. Joint Alumni Association Director

- b. Duplicating Supplies: Sufficient duplicating facilities and supplies must be available in order to prepare a copy of each resolution for each delegate. Extra supplies are needed to prepare copies of amended resolutions and new resolutions introduced on the floor. Preparation of resolutions is the responsibility of the National Business Chairs. However, NATCON HQ is responsible for procuring the necessary equipment and supplies, and bears the financial costs of duplication of resolutions.
- c. Advance Information: The NATCON HQ is responsible for distributing necessary information about the National Conclave to Area Commanders, Region Presidents, and all Chapters and Squadrons. Advance information includes: dates of the conclave, agenda, costs of rooms and functions, appropriate attire for each event, and other pertinent information.
- d. Agenda: NATCON HQ submits a proposed 'Schedule of Events' for the National Conclave to the Executive Board of Directors, no later than its fall meeting. The SW National President and AAS National Commander are responsible for creating the NATCON agenda and forwarding it to the EMC NOT LATER THAN **15 January**. The agenda must incorporate the NATCON HQ's 'Schedule of Events' with AAS, SW, and joint business sessions. NATCON HQ will use the draft agenda to coordinate meeting room assignments with the hotel convention manager. As changes are made to the agenda, they will be coordinated with members of the Agenda Working Group (National HQ, National Business Chair, NATCON HQ, NCOP, and EMC). The SW National President and the AAS National Commander, along with the two National Business Chairs, assist the NATCON staff in determining the overall business agenda that accompanies the 'Schedule of Events' and set the agenda to be used during each session of the conclave.
- e. Registrant Packets: The NATCON HQ must provide kits for delegates and alternates which contain the schedule of all conclave functions. These kits should include pictures and biographies of all major speakers. NATCON HQ may include other pertinent information at its discretion--however, **NO CAMPAIGN MATERIALS MAY BE INCLUDED**. A kit must be reserved for each voting delegate and alternate. Extra copies may be distributed as deemed necessary by the NATCON HQ (usually to all attendees).
- f. Summary Report: Ref. AASMAN-1, 9.19. NATCON HQ should submit to the Executive Director, within **sixty (60) days** of the close of the conclave, a comprehensive after-action report. This report will include all aspects of planning and execution of the conclave and an analysis of all difficulties encountered.

### **9-8. CONCLAVE LIBRARY**

A Conclave Library is maintained and staffed by the National Conclave HQ for the use of conclave delegates, alternates, and guests. This library should contain, at a minimum:

- a. SWM (with appropriate revisions).
- b. AASMAN-1 (with appropriate revisions).
- c. Robert's Rules of Order-Newly Revised.
- d. JPM-1.
- e. Any other reference material requested by Chapter or Squadron a delegate that is deemed useful and obtainable by the NATCON HQ.

### **9-9. NATCON HQ FINANCIAL RESPONSIBILITIES**

All rentals and purchases of supplies and services necessary to conduct the Conclave are made by the Conclave Headquarters with the funds allocated to them under the provisions of the annual National Budget. This requires the approval of the Executive Director. The Conclave HQ must balance its expenses with the money allocated.

- a. Financial Assistance: The Executive Director obtains funding assistance from the Air Force Association and corporate supporters. The Conclave HQ may arrange financial or services assistance from university and local air base sources. However, no request may be made for financial assistance to aerospace or insurance industry without approval of the Executive Director.
- b. Financial Report and Transfer of Funds: The National Conclave HQ must submit a statement of assets and liabilities, and an itemized accounting of all receipts and expenses to the Executive Management Center within **forty-five (45) days** of the conclusion of the National Conclave.
  - 1. This report must include all financial transactions concerning the NATCON and/or the NATCON HQ.

2. All NATCON funds must be transferred to the EMC by the NATCON HQ, not later than **forty-five 45 days** after the conclusion of the National Conclave.

## ***SECTION C: AUTHORITY/FUNCTION OF NATIONAL CONCLAVE***

### **9-10. AUTHORITY OF THE NATIONAL CONCLAVE**

The authority of the NATCON assembly is derived from the SW National Constitution. The basic guidance for all levels of SW comes from the Chapters as a whole at the National Conclave.

- a. The NATCON General Assembly determines policy and regulations that govern all units and members of SW.
- b. All legislative bodies of lesser jurisdiction than the National Conclave are subject to the legislation and policy adopted by the National Conclave.

### **9-11. POWER OF THE NATIONAL CONCLAVE**

National Conclave delegates normally address two primary areas:

- a. Major policy guidance for SW (financial stability, legislative changes, etc.).
- b. Action on matters which require the combined action of the units within SW.

Authority of all officers of SW is derived directly and solely from legislation passed by the National Conclave.

## ***SECTION D: NATCON BUSINESS PROCEDURES***

### **9-12. PARLIAMENTARY PROCEDURE/VOTING RULES**

- a. Robert's Rules of Order Newly Revised: governs all proceedings of the National Conclave. The National HQ may publish supplementary rules governing procedures in advance, but the Executive Board of Directors must approve such rules before they become binding. This parliamentary authority may be suspended by a two-thirds (2/3) vote of the National Conclave for special circumstances.
- b. Voting at Business Sessions:
  1. Delegates have voice and one vote at all conclave business sessions.
  2. Alternates have only the power of voice at conclave business sessions, except in the absence of the delegate. In such cases the alternate exercises the vote of the unit.
  3. Each Chapter and Region is entitled to be represented at NATCON by one delegate and one alternate. The Region President, or appointed officer, is the Region delegate. Incoming Region Presidents are afforded the opportunity to attend NATCON as the alternate for the Region. Chapter representatives are selected in the manner prescribed by the individual Chapters (usually the Chapter President). All representatives must be active or associate members in good standing of a nationally affiliated active Chapter.
- c. Vote of the National Conclave: A vote of the National Conclave is a vote of the Chapter and Region delegates while in a business session of the National Conclave.
- d. National President's Vote: The SW National President is entitled to vote only in the case of a tie.
- e. Loss of Vote: If both the delegate and the alternate from a Chapter or Region miss roll call at the First Joint Business Session of the Conclave, they forfeit the right to vote at all subsequent business sessions.
  1. A roll call may be taken at any time during a business session, but one must be taken at the beginning of each session.
  2. Region Presidents are responsible for reporting absences, as they occur in the respective Regions, to the National Business Chair.
  3. If neither the delegate nor the alternate of a unit responds to a roll call at any business session, after the first joint business session, the unit loses its vote for that specific session.

4. Chapters and Regions may also be denied their votes, if their representatives fail to comply with decisions of the Conclave regarding attire, and decorum, or if they fail to comply with the directives of the National Business Chair.
5. A Chapter or Region vote may be restored by a two-thirds (2/3)-majority vote of the SW voting members or by the National Business Chair.
- f. Proxy Votes: Chapters not represented at the National Conclave may delegate their vote in the business sessions to their Region delegate or another Chapter delegate from the Region using SW Form 9.
  1. Copies of the proxy must be sent to the appropriate Region President and National Headquarters at least **two (2) weeks** prior to the conclave.
  2. Chapters which must leave the conclave prior to the adjournment have the same privilege.
  3. A Region delegate may re-delegate proxies to another Region delegate when circumstances necessitate such re-delegation. This re-delegation is accomplished by delivering written notification to the Chair.
  4. A departing Chapter delegate may transfer the unit vote by the same method.
  5. Voting rights may be proxied only to active SW members in good standing.
  6. Proxy votes are accepted after the beginning of NATCON, at the discretion of the NBC.
- g. Quorum: A quorum consists of two-thirds (2/3) of the active Chapters/Regions in good standing. Proxy votes may not exceed 20% of the total votes.
- h. Privileges of Chapters Not in Good Standing: Chapters that do not meet the requirements of good standing may attend the National Conclave at their own expense. Their representatives have all privileges at the Conclave, except voting.
- i. Legislation Passed by the Conclave: Unless otherwise specified, all legislation passed by the National Conclave becomes effective when the Last Business Session concludes.
- j. Decorum: Each SW Region President is responsible for monitoring the conduct of the SW personnel from his/her Region during the National Conclave. Failure to act with professionalism may result in expulsion from the conclave, at the discretion of the Chair, or expulsion from the hotel, at the discretion of the Executive Director and NATCON Advisor.
- k. Attire: Professional dress is the customary attire for all conclave activities (Ref. Para. 12-12). ROTC cadets are to wear professional business attire at all business sessions but have the option of wearing their appropriate uniform to the final banquet. The National Conclave HQ announces appropriate attire for social events. All business session attendees (delegates, alternates, and others) must be properly attired. Voting privileges may be revoked for units refusing to comply with this directive.

### **9-13. NATCON RESOLUTIONS**

- a. Resolutions Submitted In Advance:
  1. The sponsoring unit must prepare three (3) copies of each resolution. One (1) copy should be mailed to each of the following at least **two (2) weeks** prior to NATCON. SW resolutions submitted later than **two (2) weeks** prior to the conclave will be accepted at the discretion of the National Business Chair (or National Parliamentarian if delegated by the NBC) or subject to the provision of Para. 8-5e and Para. 8-6d.
    - a) SW National Headquarters.
    - b) SW National Business Chair.
    - c) Executive Management Center.The sponsoring unit should retain an original copy. For joint AAS-SW resolutions, units should also mail one copy to AAS National Headquarters and AAS National Business Chair.
  2. Copies of all resolutions must be made available to all Chapter and Region delegates.
  3. While the National Business Chair is responsible for preparation of resolutions, the expense of reproduction and equipment needed is the responsibility of the NATCON HQ. Such expenses must be provided for in the NATCON Budget.
  4. Copies may be made available to the assembly through the use of visual equipment (such as overhead projector). Additionally, the Chair is responsible for posting all separate and joint resolutions in a common area (such as the command post or outside main meeting room).

- b. Resolutions Not Submitted in Advance: Ref. Para. 8-5e.
- c. Numbering of NATCON Resolutions: The National Business Chair numbers all resolutions. Additionally, the National Business Chair assigns resolutions to a specific business session, in accordance with the provisions of SWM.
- d. Resolution Format: All resolutions submitted to the National Conclave must be in the correct format. This format is shown in Figure 9-1. Keep resolutions clear, concise, and generally one page in length. Lengthy information may be included as an attachment to the resolution.

#### **9-14. NATCON AGENDA**

The NATCON agenda must include but is not limited to the following items. The National President and the National Business Chair, in accordance with special provisions made by this manual, assign these items to specific business session.

- a. Speakers: Each guest speaker, and the function at which the address will be given, must be listed in the schedule of events of the National Conclave.
- b. Reports: The following reports must be included in the NATCON agenda.
  - a. Executive Director's Report: This report includes a comprehensive summary of the significant activities, accomplishments, or problems during the preceding year and suggestions for the coming year.
  - b. National President's Report: This report includes a summary of the actions of the Executive Board of Directors, an evaluation of the activities of the national organization during the preceding year, and suggestions for the upcoming year.
  - c. National Treasurer's Report: In accordance with Ch. 13.
  - d. National Activities Officer's Report: This report is an overview of Silver Wings Signature National Project (SNP) for that academic year.
  - e. National Development Officer's Report: This report is an overview of membership trends, including activation of new Chapters.
- c. SW National Headquarters Selection: Ref. Ch. 4.
- d. Confirmation of Special Headquarters' Executive Officers: Ref. Ch. 8.
- e. NATCON HQ Selection: In accordance with Ch. 9 and AASMAN-1, Ch. 9.
- f. Joint National Project (JNP) Selection: A Joint National Project is chosen for AAS and SW during a joint business session of the National Conclave. If the two organizations cannot agree on one of the proposed JNP topics using the bicameral process, the previous year's topic will remain the Joint National Project. A JNP may only be elected as the JNP for a maximum of two years within a five-year period. Proposed topics should meet the following criteria:
  - 1. The topic should have a national appeal (i.e. be broad enough to allow participation by every Chapter and Squadron).
  - 2. The topic should meet a specific need and should have sufficient flexibility to allow projects other than fundraisers and informational campaigns.
- g. Resolutions Submitted In Advance: Ref. Para. 9-13.
- h. Meetings of the Executive Board: Ref. Para. 7-4.d for required Spring agenda items for SW Executive Board Members.

#### **9-15. JOINT MEETINGS WITH AAS**

Joint AAS-SW meetings are called in order to consider legislation of joint interests.

- a. Prior to Executive Boards and NATCON, the AAS Commander, SW President, and NBCs will meet and come to a majority consensus about who will lead each Joint Session.
- b. If a majority consensus cannot be reached, both SW and AAS will lead an equal number of Joint Sessions; in the case that there are an odd number of Joint Sessions, the organization with the largest membership will lead the final session.

- c. Legislation must be approved using a bi-cameral process (i.e. a majority of each of the two organizations individually, as opposed to a majority of both organizations collectively).

#### **9-16. MINUTES OF THE NATIONAL CONCLAVE**

The minutes of the National Conclave are published and distributed under the direction of the incoming SW National Headquarters NOT LATER THAN **thirty (30) days** following the adjournment of the National Conclave. The outgoing National President and incoming NBC are responsible for insuring the accuracy of the minutes. A copy of the minutes is sent to each Chapter, outgoing Region President, incoming Region President, National Business Chair, National Parliamentarian, Executive Management Center, and the National Administrative Consultants. The minutes include:

- a. Names of keynote speakers and their speech topics.
- b. Copies of all reports.
- c. Original resolutions with amendments noted.
- d. Motions presented to the floor, summary of pertinent debate, and the outcome of votes taken.
- e. Summarized minutes of business sessions with attendance and items discussed (important matters should be in full detail, others may be condensed or deleted as appropriate--items such as announcements are typically deleted).
- f. A summarized list of resolutions presented to the assembly, with outcome.
- g. Other information deemed advisable by the National President or Executive Director.

#### **9-17. CONCLAVE COMMITTEES**

- a. SW Rules, Ways and Means Committee (RWMC) (Ref. Para. 8-6.).
- b. Joint Rules, Ways and Means Committee (JRWMC) (Ref. Para. 8-7 & AASMAN-1).
- c. Joint Relations Committee (JRC) (Ref. Para 8-8).

#### **9-18. AREA-REGION CAUCUSES**

A time and place is set by the NATCON HQ and National HQ, but not on the day when delegates are scheduled to arrive at NATCON, for Region-Area Caucuses to discuss the resolutions submitted to the National Conclave, and discuss other items of business as the Area-Region deems necessary.

#### **9-19. TRAVEL TO/FROM NATCON**

Travel to/from NATCON is the responsibility of individual members/Chapters.

**SAMPLE RESOLUTION**

RESOLUTION # \_\_\_\_\_

20xx NATIONAL CONCLAVE

SPONSOR: American Chapter  
American University

SUBJECT: Resolution Format

WHEREAS: The SW and AAS NATCON is the supreme legislative body for the two organizations and,

WHEREAS: There are many events that take place at the National Conclave, and

WHEREAS: More people can benefit from a well run conclave, and

WHEREAS: A standard resolution format would allow the NBCs to devote more time to the smooth operation of the National Conclave, let it be

RESOLVED: That this be the resolution format adopted by the two organizations, to be used henceforth, and let it further be

RESOLVED: That the Region Presidents be in charge of implementing the use of this specific format for the Chapters.

**Figure 9-1: SAMPLE RESOLUTION**

## CHAPTER 10 - REGION LEVEL OPERATIONS

### SECTION A: REGION OPERATIONS AND OFFICERS

#### 10-1. GENERAL POLICY

The Region President is responsible for the management of SW within his/her Region.

- a. Chapters are grouped within geographic Regions for maximum communication and manageable administrative division.
- b. Regions endeavor to correlate to AAS Areas, to facilitate joint activities. In deference to Air Force advisors interests, SW Regions do not usually cross AFROTC Region Boundaries (although this may be necessary if the AAS chooses to cross such boundaries).
- c. Regional groupings may exceed AAS Area geographical boundaries when necessary to include a minimum number of Chapters within an administrative Region. However, such groupings must include entire AAS Areas (i.e. all of Area X and Area Y). This prevents a Chapter from being separated from its Squadron in Area-Region pairings. The SW Executive Board of Directors sets the minimum number of Chapters necessary to form a Region.
- d. Regions are identified by numbers. These numbers should correspond with their Arnold Air Society counterpart.

#### 10-2. REGION OFFICERS

All Region level officers must be members in good standing of the host Chapter. Region level officers include:

- a. Region President.
- b. Region Vice President. Optional for Regions with less than three (3) Chapters. The Region Vice President must be an active member of Silver Wings, but does not have to be from the same Chapter as the Region President. The Region President must make a reasonable attempt to find a Region Vice President in their Chapter and can only select a member from a different Chapter with approval of the National President (Ref. Para. 10-9).
- c. Assistants to the Region President: Additional officers may be appointed as deemed necessary by the Region President. Suggested staff positions:
  - Region Treasurer
  - Region Development Officer
  - Region Secretary
  - Region Activities Officer
- d. Extended Region Staff:
  1. Region Public Affairs Officer
  2. Area-Region Chief of Protocol
  3. Region Parliamentarian
  4. ARCON Co-Commander

#### 10-3. PERIOD OF TENURE

- a. The Region President and other Region level officers are elected/appointed for a period of one (1) year.
- b. No Chapter may host the Region headquarters for more than two (2) consecutive years.
  1. After the two (2) year term, if no other Chapter applies, the National President appoints a Chapter to host Region headquarters.
  2. If there are no alternative Chapters strong enough to be Region headquarters, the current Chapter may hold Region headquarters for more than two (2) consecutive years with the approval of the National Headquarters and the EMC.

**10-4. REGION OFFICER DUTIES**

- a. Region President:
  - 1. Acts as a voting member of the Executive Board of Directors, and attends all meetings of the Board.
  - 2. Oversees changes to the Region Manual and advises National HQ of any changes. Additionally, the Region President is responsible for insuring that the Region Manual does not conflict with the SWM.
  - 3. Submitting Revised Region Budget, Chapter Email Address Reports, and Region Supplemental Manuals as part of the Bi-Annual Region Packet (Ref. Para. 10-7) in accordance with the Permanent Suspense Calendar (Ref. Fig. 12-2).
  - 4. In the absence of a Region Vice President, monitoring the ARCOP program, in conjunction with the AAS Area Vice Commander.
  - 5. Coordinating activation, deactivation, and re-activation for Chapters in the Region, in conjunction with the SW National Development Officer.
  - 6. Coordinating the Region Awards Program.
  - 7. Submitting additional reports as mandated by the National HQ, provided the reports are announced and explained at the Fall Executive Boards and included in the National HQ Suspense Calendar.
- b. Region Vice President:
  - 1. Assist the Region President in all delegated duties.
  - 2. Oversee communication and efficiency among Region staff.
  - 3. Monitoring the ARCOP program, in conjunction with the AAS Area Vice Commander.
  - 4. In absence or resignation of the Region President, the Region Vice President shall assume the position.
- c. Region Public Affairs Officer:
  - 1. Oversees the Chapter Scrapbook Program for Chapters in the Region.
  - 2. Submits articles to the National Public Affairs Officer for publication in *On Silver Wings*.
  - 3. Publicizes Region events.
  - 4. Participates in Region events at NATCON.
- d. Area-Region Chief of Protocol: Ref. JPM-1.
- e. ARCON Co-Commander: Ref. Para. 10-14.
- f. Region Parliamentarian:
  - 1. Taking SW attendance at joint and separate ARCON business sessions.
  - 2. Calculating ARCON quorum statistics.
  - 3. Distributing and processing ARCON proxy vote forms.
  - 4. Ruling on points of order during ARCON business sessions.
  - 5. Serving as an advisor to the Region President on issues of parliamentary procedure, agendas, membership conduct, resolutions, legislative matters, and other appropriate topics.
  - 6. Conducting a workshop on parliamentary procedure, including information on writing resolutions and the offices of Region/National Parliamentarian and National Business Chair, during the ARCON.
  - 7. Briefing the ARCON SW General Assembly on parliamentary procedure or preparing a joint briefing with the AAS Area Parliamentarian for the JAAS-SW General Assembly.
  - 8. Aiding and assisting the AAS Area Parliamentarian at ARCON regarding joint matters.
  - 9. Submitting, as required by the NBC, monthly reports to the NBC which include information on the officer's activities, conclave preparations, problems, and officer comments.
  - 10. Serving as a runner for the NBC and National Parliamentarian during the National Conclave. Assisting the NBC and National Parliamentarian with editing and distributing resolutions during the National Conclave.
  - 11. Assisting the Region President in producing the minutes of the ARCON by providing original resolutions, with amendments. A copy of this report should be forwarded to the NBC.
  - 12. Other duties as assigned by the NBC, National Parliamentarian, or Region President.
- g. Area-Region Webmaster:
  - 1. AAS and SW jointly sponsor the office of Region Webmaster. The officer must be an active member in good standing of either AAS or SW. If the officer is a member of AAS, he/she holds the rank of C/Maj. This officer cannot be a member of the host Chapters of an incoming Area HQ or ARCON HQ.

2. This officer is responsible for coordinating with the Area and Region staff members to maintain a working website for the area and Region.
3. This officer is required to report the status of the Area-Region website to the National Webmaster on a monthly basis. Reports to the AAS Area CC and the Region President should be made as requested.
4. The Area-Region Webmaster should attend all Area-Region staff meetings at conclaves.

#### **10-5. REGION ADVISOR**

The Region Advisor is the PAS at the school hosting the Region President, unless otherwise directed by the PAS. Guidelines for Region Advisors are similar to those for the SW National Advisor.

#### **10-6. VACANCIES/DISMISSALS/IMPEACHMENT**

- a. Vacancies: Vacancies on the Region level (except Assistants to the Region President) are filled by appointments of the National President. Notification of such changes must be made to Chapters in the Region within **ten (10) days**.
- b. Dismissals: The Region President may dismiss any Assistant, with approval of the Region Advisor. The Region Advisor may dismiss the Region President or any Assistant, with cause. The National President may dismiss any Region Level Officer.
  1. Notification of staff changes must be announced to the Chapters in the Region and to National HQ within **ten (10) days**.
  2. Dismissals made by the advisor must be in writing and include one of the following causes:
    - a) Financial misconduct.
    - b) Failure to perform essential duties of the office.
    - c) Conduct unbecoming a SW member and/or officer.
  3. Removal for any cause may be appealed to SW National HQ, with copies of the written appeal sent to SW National HQ, the SW National Advisor, and the Executive Director. The National HQ must respond to an appeal within **fifteen (15) days** of receipt.
- c. Impeachment: Impeachment of the Region President is a function of the Chapters in the Region.
  1. Upon receipt of petitions from at least three (3) of the active Chapters in the Region, the Executive Director conducts a mail poll of impeachment approval (unless petitions are submitted directly to the Region Conclave in session).
  2. Approval of impeachment requires a two-thirds (2/3)-majority vote of the active Chapters, in good standing, within the Region.
  3. Impeachment of the Region President may be appealed to the National President, who is the final authority. The National President must answer all appeals within **fifteen (15) days**.

#### **10-7. REGION LEVEL ADMINISTRATIVE/PUBLICATION REQUIREMENTS**

- a. Projected Region Budget: Ref. Para. 10-8 and Para. 13-8.
- b. Bi-Annual Region Packet: The Bi-Annual Region Packet is due **NO LATER THAN 15 October and 15 February** (Ref. Fig. 12-2) to the National President, EMC, and the SW National Administrative Consultants. Region Presidents who do not submit 75% the Bi-Annual Region Packet by the suspense date shall lose their voting privileges at the National Conclave. Voting privileges will be returned if the remaining reports of the Bi-Annual Region Packet are turned in by NATCON. Ref. Fig. 10-1 and 10-2 for sample title page and outline.
  1. The packet will include the following reports:
    - i) Supplemental Manuals: Regions should issue supplemental instructions, governing the Chapters in the Region, provided that such instructions do not conflict with the SWM. Such publications must clearly indicate the issuing Region and list the units to which they apply. The SW Executive Board is the final authority on contradictory instructions. A copy of any supplemental manual must be sent to SW National HQ.

- ii) Chapter Email Address Reports: The Region President is responsible for compiling a current list of Chapter Presidents and their email addresses. Each Region President should also forward interim changes to the EMC, National HQ, and the SW National Administrative Consultants as appropriate.
- iii) Revised Region Budget: Ref. Para. 10-8.
- c. Files/Continuity Manuals: Each Region President is required to maintain a filing system and a continuity notebook (Ref. Atch. 4 and Atch. 5 for guidelines).

### **10-8. REGION FINANCES**

Ref. Ch. 13 for Region dues, Region fund raising and solicitation, and transfer of funds between incoming and outgoing Region headquarters. A Projected Region Budget is due NOT LATER THAN **1 August**. A Revised Region Budget is due NOT LATER THAN **15 October** and is included in the Bi-Annual Region Packet. Interim and Ending Financial Reports should be submitted according to the National Suspense Calendar.

### **10-9. REGION OFFICER APPLICATION/SELECTION PROCEDURES**

- a. Region President:
  - 1. Application Format: Applications should be submitted on SW Form 5 to the current Region President by the date specified in the National HQ Suspense Calendar. If more than five (5) applications are received, the Region President will forward them to National HQ. The National Staff will narrow the pool to the best five (5) candidates and return these to the Region President to be presented to the Chapters for selection. Each Region President application must include a nomination for Region Vice President.
  - 2. Selection: The Region President is selected by a majority vote of the Chapter delegates at the Region Conclave or the Region Caucus of the National Conclave.
- b. Region Vice President: A nomination for Region Vice President is included in the Region President application.
- c. Region Parliamentarian:
  - 1. Application Format: Applications should be submitted on SW Form 13 to the Region President by the date specified in the National HQ Suspense Calendar.
  - 2. Selection: The Region President reviews the applications for Region Parliamentarian and forwards a candidate to the National Business Chair for confirmation. The National Business Chair confirms or rejects the selection made by the Region President. All applicants are notified in writing by the Region President.
- d. Region Public Affairs Officer:
  - 1. Application Format: Applications should be submitted on SW Form 6 to the National Public Affairs Officer by the date specified in the National HQ Suspense Calendar.
  - 2. Selection: The National Public Affairs Officer reviews the applications and forwards a candidate to the National President for confirmation. The National President confirms or rejects the selection made by the National Public Affairs Officer. All applicants are notified in writing.
- c. Area-Region Chief of Protocol: Ref. JPM-1.

## ***SECTION B: AREA-REGION CONCLAVES***

### **10-10. FUNCTION/POWER OF ARCONS**

The legislative body of the Region is the Region Conclave. The purpose and objectives are similar to those of NATCON, but affect only the Chapters in the Region.

### **10-11. OFFICERS**

- a. Presiding Officer: The presiding officer is the Region President. In joint AAS-SW meetings, the AAS Area CC is the presiding officer. In his/her absence the SW Region President assumes this role.

- b. ARCON Co-Commander (CC): The ARCON Co-Commander may not hold any National Staff office or the position of Region President, Region Vice President, Chapter President, or Chapter Vice President, unless approved by the SW National President. The ARCON CC must prepare an after-actions report on all facets of the conclave, its operations, and finances. This report is sent to the Executive Management Center, Area HQ, Region President, and the succeeding ARCON HQ NOT LATER THAN **sixty (60) days** following the conclave.
- c. Conclave Staff: The ARCON CCs appoints ARCON Staff members. This staff must include a Protocol Officer to handle ARCOP duties if the position of ARCOP is not filled. The ARCOP cannot hold any other position in Silver Wings at any level without the permission of the National President (Ref. JPM-1 for ARCOP duties at ARCON).

## **10-12. SCHEDULING**

Ref. AASMAN-1, 10.13. It is the policy of AAS to encourage Areas/Regions to hold two-day ARCONS prior to **1 December**. Should an ARCON HQ feel that it cannot comply; it must provide justification in its ARCON Planning Package. SW Region Conclaves are held in conjunction with the respective AAS Area Conclaves.

## **10-13. BIDDING FOR ARCON HQ**

- a. Preliminary Requirements: Ref. AASMAN-1. Prior to presenting a bid for any conclave, the proposed SW and/or AAS ARCON HQ must obtain approval from its PAS. Units may do this in conjunction with completing a preliminary ARCON Planning Package (AASMAN-1, Atch. 4). Once a Chapter and/or AAS unit has been selected to host the ARCON, it must submit the completed package to the EMC for critique NOT LATER THAN the end of the academic year prior to the proposed ARCON and distribute copies as listed in the instructions. Units should make no contract or agreement with any hotels or other agency until the Executive Management Center critiques and returns the unit's planning package.
- b. Presentation of Bids: Bids may be presented at the Area-Region Conclave or by mail, depending on the governing manual provisions or the responsible officer's discretion (AAS Area Commander and/or SW Region President). No bid may be accepted unless the proposed unit has a critiqued planning package.

## **10-14. ARCON FINANCES**

- a. Budget Review: The National Treasurer may review any conclave budget, and with the consent of the National President and the Executive Director, make budgetary changes to insure the financial viability of the conclave.
- b. Registration Fees: Conclaves are financed by a per-member registration fee determined by the conclave staff. Assistance may be provided by the Area HQ or by assessment of the SW Chapters and AAS Squadrons should the conclave lose money. Assistance from national funds is subject to the provisions of AASMAN-1, 10.14.4, in the event that the conclave loses money.
- c. Advance Registration and Refunds: Participants must pay registration fees in advance. If fees are not collected in advance, the host Chapter must set a cancellation date for tentative registrants. Members who do not cancel prior to this date are responsible for paying their share of pre-planned, fixed costs regardless of attendance of the conclave. Refunds of pre-paid registrations are the responsibility of the ARCON HQ. The Conclave HQ is not required to make refunds for single events not attended or for registrants who do not cancel by the deadline.
- d. Funding of National Representatives: The ARCON HQ is responsible for funding the registration and hotel accommodations for SW and AAS National Representatives and the Executive Director (Ref. JPM-1).

## **10-15. PROTOCOL AND AGENDAS**

- a. Ref. JPM-1 for details regarding ARCON protocol, ARCON invitation lists, and ARCON agendas. Note that Dining In and Dining Out formal events are not appropriate for ARCON and that the Awards Banquet detailed in JPM-1 is required.
- b. Ref. AASMAN-1, Atch 4 for the ARCON Planning Package that must be submitted to EMC prior to signing contracts with the hotel or any other vendor.

## **SWM, Aug 2014**

- c. The ARCON HQ is responsible for distributing a proposed schedule of events to all AAS Squadrons and SW Chapters in the Area-Region NLT than **thirty (30) days** prior to the conclave. The AAS Area CC and the SW Region President are responsible for developing the business agenda, which should be combined with the schedule of events and forwarded to all Squadrons and Chapters NLT **fifteen (15) days** prior to the conclave. These agendas are for planning purposes only and do not preclude the deletion or addition of any item, subject to the approval of the Area CC and SW Region President as business needs dictate during the conclave. The joint business agenda must include a discussion or vote for the selection of the next ARCON HQ. The SW agenda must include a review of the Region budget, election of the next Region President, and a professional development workshop.

### **10-16. ARCON PROXY VOTING**

Region manuals should detail the procedures for collecting proxy vote forms from Chapters that are unable to attend. The Region President is responsible for collecting these forms prior to the ARCON to ensure that business can be conducted.

**BI-ANNUAL REGION PACKET TITLE PAGE**

Complete Return Address Here

FROM: Region President (name)

DATE

SUBJ: Region President Report # (1 or 2)

TO: National Headquarters

1. SW Region \_\_\_\_ President hereby submits the first (or second) Bi-Annual Region Packet in accordance with SWM, 10-7.

2. The purpose of this packet is to review the operations and activities of each Chapter within the Region since the last report. Inclusive dates are \_\_\_\_\_.

3. This report is divided into the following sections:

- a. Section I - Region Operations.
  - 1. Region Status
  - 2. Revised Region Budget
- b. Section II - Chapter Operations.
  - 1. Chapter Status
  - 2. Chapter Email Addresses
- c. Section III - Region Supplemental Manuals.
- d. Section IV – Region President's Comments.

YOUR NAME  
Region President

cc: Executive Director  
cc: SW National Administrative Consultants

**Figure 10-1: BI-ANNUAL REGION PACKET TITLE PAGE**

## BI-ANNUAL REGION PACKET OUTLINE

1. Each section should be written in paragraph format.
2. Section I - Region Operations. This section includes:
  1. Region Status to include:
    - Area/Region Conclave
    - Region Awards Nominations
    - Chapter Activation/Re-activation
    - NATCON Preparation
    - Future Bids for ARCON HQ
  2. Revised Region Budgets
3. Section II - Chapter Evaluations. This section includes:
  1. Chapter Status.

An objective evaluation of each Chapter's cohesiveness and productivity as it relates to the SW mission. Include joint activities with Arnold Air Society and/or the AFA. Specify Chapter name and university. Include a current statistical report on numbers of renewed and new members in each Chapter.
  2. Chapter Contact Information
    - Chapter President Name
    - Presidents Phone Number
    - Presidents Email
4. Section III – Region President's Comments. This section should contain the Region President's comments on the Region in general, the Region advisor, problems and possible solutions.

**Figure 10-2: BI-ANNUAL REGION PACKET OUTLINE**

## CHAPTER 11 - CHAPTER LEVEL OPERATIONS

### 11-1. DEFINITION

As specified in the SW National Constitution, the local unit of SW on each campus is known as a Chapter. Such Chapters are typically associated with active Squadrons of the Arnold Air Society; however, SW Chapters do not need to be associated or co-located with AAS or ROTC units. SW Chapters may be named for people or events.

### 11-2. COMPOSITION

SW is a non-military association. However, members of AFROTC, if otherwise qualified for membership, are not excluded from full participation in SW. AFROTC cadets are encouraged to consider AAS membership before considering SW membership because SW is dedicated to creating civic leaders whereas AAS is dedicated to aiding in developing effective Air Force officers. Cadets are welcome to join a Chapter as long as said Chapter meets the requirements of being majority civilian as outlined in SWM, Para. 11.2. Non-military membership must be 50% plus one (1). Active Chapters having an excess of cadets/military members must achieve 50% plus one (1) by attrition during the ensuing academic year. Failure to achieve this ratio results in conditional status (Ref. Para. 11-5).

### 11-3. CHAPTER NAME AND INSIGNIA

- a. Chapter Name: Local Chapters are known as Silver Wings Chapters and may use "Silver Wings" in the Chapter name, on letterhead, awards and other documents.
- b. Insignia: Use of SW national insignia is authorized for all Chapters.

### 11-4. ACTIVATION

- a. Letter of Introduction: SW National Headquarters sends letters of introduction to all AAS Squadrons not affiliated with an active SW Chapter.
- b. Activation Guidance Packet: Upon receipt of the Letter of Introduction from SW National HQ, Squadrons interested in forming a Silver Wings Chapter should request a copy of the SW Activation Manual from SW National Headquarters. This manual assists the Squadron with the steps necessary to form and activate a Chapter. Upon receipt of this request:
  1. The National Development Officer sends a copy of the SW Activation Manual to the Squadron, notifies the appropriate SW Region President and continues to monitor and assist the Squadron/new Chapter until activation is achieved. At the appropriate time, the National Development Officer will request that EMC forward a packet containing the National Manuals, Associate Member's Guide, and SW forms to the activating Chapter.
  2. The Region President attempts to assist the Squadron, as needed.
- c. Activation Application: Groups seeking national affiliation must have at least eight (8) active members, with at least six (6) retainable for the following academic year. Each group is required to submit the following to SW National Headquarters and the EMC:
  1. A letter of recommendation from the local detachment PAS or Chapter advisor. This letter must include a statement indicating that the university/college has approved establishment of a Silver Wings Chapter on the campus. Otherwise, a separate letter of approval from a university/college official is required.
  2. A copy of local Chapter by-laws.
  3. A local Chapter membership roster and officer roster. The Chapter roster must include the graduation year of each member, as well as an indication of the number of cadet members.
  4. SW Form 1 (Report of Initiation) and one check with all required fees.
  5. A letter from the local Chapter president that includes: a brief history of the group, a summary of Chapter activities, and a forecast of future activities. The letter should also detail the Chapter name and its origin and permission from the namesake if they are still living.
- d. National Headquarters Action: Once the application for activation is received, National HQ reviews the request for affiliation. The National Development Officer notifies the following persons of its acceptance/rejection.

1. Requesting group.
  2. Professor of Aerospace Studies (PAS) or advisor.
  3. Appropriate SW Region President.
  4. Executive Management Center.
- e. Acceptance of the Application: If the application for activation is accepted, the Executive Management Center will process the membership certificates. The EMC sends membership certificates and badges upon receipt of national dues, initiation fees, and a completed SW Form 1.
- f. Denial of Application: If the application for activation is denied, no further action is taken until deficiencies are corrected. The appropriate personnel must be notified of this action and the requirements for meeting activation standards.
- g. Silver Wings Charter: Subsequent to activation approval, the EMC prepares the Chapter's charter. A defrayment fee covering cost of the charter, postage, and handling is required to replace a charter; however, the cost of the initial charter is currently covered by EMC. For current cost information, contact the Executive Management Center.

### 11-5. CHAPTER STATUS CLASSIFICATIONS

- a. Active Status: A Chapter is considered an active Chapter and "in good standing" with National HQ if the criteria for active status have been met. These are:
1. Its charter has not been suspended. A Chapter whose charter has been suspended is subject to the requirements for re-activation, as well as being required to remedy problems leading to the suspension of the charter.
  2. All national dues have been paid online and SW Forms 1 and 2 have been submitted to the Executive Management Center by **31 October** of the academic year (September through August) (Ref. Para. 2-3).
  3. The Chapter has at least six (6) active members in good standing. A Chapter with less than six (6) active members, but with sufficient associate members to reach the minimum of six (6) prior to the close of the academic year may retain active status.
  4. All reports, fines, and dues have been submitted to National HQ, and EMC.
  5. The chapter membership is at least 50% plus one civilian.
- b. Conditional Status:
1. A Chapter may be placed on conditional status for failure to meet any one of the requirements for active status listed in Para. 11-5a.
  2. A Chapter may also be placed on conditional status by the National President for failure to comply with the reasonable requests of a higher headquarters.
  3. Conditional status officially begins upon receipt of a letter from National HQ notifying the Chapter that it has been placed on conditional status. National HQ must send copies of this letter to the EMC and the respective Region HQ. Conditional status may begin at any time during the academic year except during the **thirty (30) days** prior to NATCON.
  4. Conditional status can last from one year to no more than three years with the length of time determined by the National Staff and dictated in the notification letter. The Chapter must show continuous improvement in its delinquencies each successive year else they will undergo immediate involuntary deactivation. The Chapter can be taken off conditional status by the National Staff at any time should the Chapter obtain the requirements for active status. Conditional status ends, without exception, at the first Joint Business Session of the NATCON at the end of the given time period. At this time, the Chapter must have regained active status or National HQ will initiate involuntary deactivation procedures and the Chapter will lose all voting privileges for the conclave.
  5. If the Chapter seeks to appeal the decision of the National Staff they can petition the Executive Board within thirty (30) days of the Chapter receiving the letter of notification. The Executive Board must notify the Chapter of its decision within fifteen (15) days of receiving the chapters petition to reconsider the deactivation decision.

6. During conditional status, communication with the appropriate Region President must be maintained. The Chapter is not eligible to receive Regional or national awards during conditional status and may not host any higher headquarters or vote at any conclave.
  7. The Chapter is responsible for notifying National HQ and the EMC when it is ready to regain active status. To regain active status the Chapter must meet all of the criteria for active status (Ref. Para. 11-5a) and a letter from the Chapter President detailing Chapter activities during conditional status must be submitted to National HQ. Chapters placed on conditional status for failure to meet the financial obligations specified in SWM, Para. 11-5a are required to pay a reinstatement fee equal to the product of the current initiation fee and the number of members. This fee must be submitted to the EMC prior to application for active status. The Executive Director may waive this fee (Ref. Para. 2-1c.).
- c. **Inactive Status:** A Chapter may voluntarily place itself on inactive status with the approval of the National President. Inactive status may continue for a maximum of six (6) months. A Chapter may not become inactive to avoid paying national dues or to avoid submitting a membership renewal roster. Inactive status is to be used only for those Chapters which are unable to meet the paperwork and/or project requirements. Failure to submit dues to the EMC via online payment results in conditional status (Ref. Para. 11-5b).
1. A Chapter may place itself on inactive status by submitting a letter to the National President that details the reasons for pursuing inactive status. No later than **fifteen (15) days** after the receipt of such a letter, the National President must notify the Chapter of the outcome. Inactive status begins on the date of the notification letter from the National President and ends, without exception, six (6) months later.
  2. During inactive status, the Chapter is not eligible to receive Regional or national awards, may not host a higher headquarters, and may not vote at any conclave.
  3. The Chapter may apply to regain active status at any time during the six (6) months of inactive status. This application consists of a letter from the Chapter President detailing Chapter activities during inactive status. If all requirements for active status (Ref. Para. 11-5a) have been met, the Chapter will be returned to active status upon receipt of the above letters by National HQ. Since national dues must be paid during inactive status, no reinstatement fee is required.
  4. A Chapter that fails to regain active status prior to the end of the six months will be placed on conditional status (Ref. Para. 11-5b).

Note: Inactive Status differs from Deactivation in that the Chapter is still considered to be part of SW because its charter has not been suspended. The Chapter will not need to complete the activation process in order to regain Active Status.

## 11-6. DEACTIVATION AND RE-ACTIVATION

- a. **Deactivation:** Deactivation indicates that a Chapter's charter has been suspended, the Chapter has disappeared, or the Chapter is unable to maintain either conditional or inactive status due to continuing low membership. Deactivated Chapters are not considered to be a part of Silver Wings and, therefore, hold no voting rights. Chapters may become deactivated in the following ways:
1. A Chapter may voluntarily deactivate by notifying National HQ, the EMC, and the appropriate Region President that it intends to deactivate. If the Chapter does not plan to reactivate, all materials of historic or monetary value (charters, documents, trophies, files, etc.) should be sent to the EMC as per Para. 6-4.
  2. A Chapter may be involuntarily deactivated by National HQ through suspension of its charter. National HQ is responsible for notifying the Chapter, EMC, and the appropriate Region President of such a deactivation. Again, should the Chapter not plan to reactivate, materials of historic and monetary value should be sent to the EMC.

Deactivated Chapters are not to continue as a campus organization under the name of "Silver Wings." Membership insignia are not to be worn as they represent affiliation with Silver Wings. Organizations that continue to use the name Silver Wings will receive a letter from the Executive Director and National President requesting they discontinue using the name Silver Wings. A formal letter will also be sent to the Professor of Aerospace Studies at the associated AFROTC detachment and University Administration.

- b. Re-activation: Chapters that have been deactivated may reactivate by following the procedure for activation specified in Para. 11-4a. The reactivated Chapter may request that any materials stored as directed by the EMC be sent to the Chapter upon notification of re-activation.

### **11-7. CHAPTER NAME CHANGES**

- a. Initial Request: The Chapter sends a request to the National President. The request must include a comprehensive biography of both the current and proposed Chapter namesakes and documented permission to use the proposed namesake's name if still living. If the National President concurs with the request, he/she forwards the request to the next meeting of the Executive Board of Directors.
- b. Executive Board of Directors Action: The Executive Board may concur with or reject the request. National HQ notifies the petitioning Chapter, the appropriate Region President, and the EMC of the decision.
- c. Costs: The Chapter requesting the name change bears all costs associated with the Chapter name change, if approved.
- d. No Chapter name change may be authorized except through the above process.

### **11-8. CHAPTER OFFICERS**

Suggested Chapter level staff is:

- President
- Vice President
- Development Officer
- Activities Officer
- Secretary
- Treasurer

The Chapter president must be elected by the Chapter membership. Other Chapter officers may be elected or appointed according to local Chapter by-laws.

### **11-9. DUTIES OF CHAPTER OFFICERS**

Chapter officer duties are listed below:

- a. President:
  - 1. Provides leadership for the Chapter.
  - 2. Provides communication with the AAS Squadron, corps, campus-affiliated organizations, points of contact within the community, and the AFA. Acts as the official representative of the organization at campus and community events.
  - 3. Submits Chapter President's Report to the Region President in accordance with the National Suspense Calendar.
  - 4. Plans and conducts Chapter meetings.
- b. Vice President:
  - 1. Provides management of staff activities by coordinating staff functions, and staff development. Ensures that staff members carry out assigned duties.
  - 2. Keeps the Chapter's alumni informed of the Chapter's activities.
  - 3. Actively encourages active membership in the Joint Alumni Association.
  - 4. Serves as the Chapter Parliamentarian and ensures that meetings are conducted according to the guidelines of Robert's Rules of Order-Newly Revised. (Except in Chapters where this duty is delegated to a Parliamentarian.)
  - 5. Liaison to local AFA Chapter.
  - 6. Provide input to the JRC through the National Vice President and promote joint relations with the Air Force Association at the local level.
- c. Development Officer:
  - 1. Conducting a membership orientation workshop/program in accordance with the SWM which utilizes the SW Associate Member Guide.

2. Recruiting new members.
3. Publicizing Chapter activities, if there is no Public Affairs Officer.
4. Insuring accurate completion of the Report of Membership (SW Form 1).
- d. Treasurer:
  1. Leads development of the Chapter budget and chairs the fund-raising committee.
  2. Manages Chapter finances and provides financial updates to the membership and higher HQ.
  3. Coordinates travel arrangements for Chapter staff (if funded by the Chapter).
- e. Secretary:
  1. Maintains files and records of written correspondence and communications.
  2. Publishes minutes of meetings.
  3. Coordinates the Chapter's electronic communications (e-mail and website) if there is no Public Affairs Officer
  4. Provides the Joint Alumni Association with addresses of former members when requested. This is easily accomplished by maintaining a Chapter alumni directory. Information for such a directory is most easily obtained from the school alumni office and Chapter records.
  5. Performing the duties of the Public Affairs Officer if one does not exist.
- f. Activities Officer:
  1. Oversee project committees.
  2. Act as a point of contact for AAS regarding joint projects.
  3. Insure project evaluations are completed for continuity and awards nominations.
- g. Public Affairs Officer (optional):
  1. This position is strongly suggested for medium and large Chapters.
  2. Maintains the Chapter's website and scrapbook.
  3. Coordinates publicity for the Chapter and its activities.
  4. Submits articles to Region Public Affairs Officer.
  5. Serves as the Chapter's historian.
- h. AAS-SW Chapter/Squadron Chief of Protocol (CSCOP):

This office is jointly sponsored by AAS and SW and may be filled by a member of either organization (Ref. JPM-1, Para 8.10 and 8.11 for duties).

### **11-10. LOCAL CHAPTER ADVISOR**

In the event that the local PAS does not appoint an advisor, the local Chapter Advisor may be nominated by the Chapter staff and approved by the local PAS. The guidelines for the Chapter Advisor are similar to those for the National Advisor. It is recommended that the Chapter Advisor be an Air Force commissioned officer, but may include enlisted detachment personnel or Chapter's university personnel.

### **11-11. ADMINISTRATIVE/PUBLICATION REQUIREMENTS**

- a. Required Forms:
  1. SW Form 1 - Report of Membership: Each Chapter is required to submit one copy of SW Form 1 to the EMC by 31 Oct. A second copy should be sent to the Region President and a third copy should be kept for Chapter records. If Associate Members have not completed the required training by 31 Oct, a separate SW Form 1 for Associates only must be sent to the EMC and the Region President within **fifteen (15) days** of recruiting associate members. SW Form 1 is distributed by the EMC each fall in the Fall Administrative Packet and is available on the national website.
  2. SW Form 2 - Officer Roster: Each Chapter is required to submit the officer roster to the EMC, SW National HQ, and the respective Region President NOT LATER THAN **ten (10) days** following change of command. The appropriate form is distributed in the EMC's Fall Administrative Packet.
  3. SW Form 7A and Form 7B - Activity Report: Each Chapter must submit one copy of the Form 7A to its Region President. This report includes a resume of activities carried on during the reporting period

and is due according to the dates listed on the Permanent Suspense Calendar Figure 12-2. One (1) copy of Form 7B is completed and retained in the Chapter files (Ref. Ch. 12).

4. **SW Form 8 - Chapter Status Report:** Each Chapter submits two (2) Chapter Status Reports during each academic year. One (1) is due in the fall, **NO LATER THAN 15 October** and one (1) is due in the spring, **NO LATER THAN 15 February**. One (1) copy of this report is submitted to the Region President and one (1) to National HQ.
- b. **Chapter President Reports:** Chapter President Reports are submitted to the Region President in the fall and spring. The format is the one used by Region Presidents (Reference Figure 10-1 and Figure 10-2). The suspense date must be announced in advance by the Region President or set by the respective Region manual.
- c. **Financial Reports:** Ref.Ch. 13.
- d. **Files:** Each Chapter should maintain a filing system of reference materials and all incoming/outgoing correspondence (Ref. Atch. 5)
- e. **Continuity Notebooks:** Each Chapter should maintain officer continuity notebooks for each office. The materials contained in these manuals should meet, at least, the minimum requirements set forth in Atch. 4.
- f. **Chapter Newsletters:** Chapters are encouraged to publish newsletters. When published, copies must be sent to SW National HQ, the appropriate Region President, and the EMC.

#### **11-12. CHAPTER FINANCES**

- a. **Financial Reports:** Each Chapter must submit an annual financial report to the National Treasurer **NOT LATER THAN one (1) month** prior to NATCON. This report includes income and expenditures for the interim period between reports (Ref. Figure 13-1).
- b. **Financial Procedures:** Chapter financial procedures must meet, at a minimum, the guidelines set by the National Accounting Guidelines (Ref. Atch. 6).
- c. **IRS Requirements:** Ref. Ch. 13 and Para. 6-5c.
- d. **Assessments:** The assessment of individual Chapter members is a function of the local Chapter. Policies for assessing the members are established by a two-thirds (two-thirds (2/3)) majority vote of the active membership of the Chapter. All Chapters must notify the National Treasurer of the amount of Chapter dues/assessments with the proposed yearly budget.
- e. **Discipline:** The power to fine an individual member is embodied in the Chapter as a whole. Provisions must be announced, well in advance, to define which actions may be fined and the amount of the fine.

#### **11-13. VACANCIES/DISMISSALS/IMPEACHMENTS**

- a. **Vacancies:** Vacancies on the Chapter Staff are filled by the Chapter President or by election, as prescribed in the local Chapter by-laws. Notification of such changes must be made to the Region President, National HQ and the EMC within **ten (10) days**.
- b. **Dismissals:** The Chapter President may dismiss members of the Chapter staff, according to the local Chapter by-laws. The Chapter Advisor may dismiss any member of the Chapter staff, with cause.
  1. Notification of staff changes must be made to the Region President, National HQ and to the EMC within **ten (10) days**.
  2. Dismissals made by the Advisor must be in writing to the National President and the Executive Director and must include one of the following causes:
    - a) Financial misconduct.
    - b) Failure to perform essential duties of the office.
    - c) Conduct unbecoming an SW member and/or officer.
  3. Removal for any cause may be appealed to the respective SW Region President, who is the final authority. Copies of the appeal should be sent to the Region President, Executive Director, and National President.
- c. **Impeachment:** Impeachment of the Chapter President is a function of the active membership and must be conducted according to the local Chapter by-laws and Robert's Rules of Order Newly Revised: Approval of

**SWM, Aug 2014**

such impeachment requires a two-thirds (2/3) majority vote of the active members. Impeachment of the Chapter President may be appealed to the Region President, who is the final authority.

## CHAPTER 12 - ADMINISTRATIVE PROCEDURES & INSIGNIA

### 12-1. CORRESPONDENCE PROCEDURES

Standardized procedures are suggested for all units of SW.

- a. Permanent Records: Each unit should keep a full record of correspondence sent out or received by the unit for continuity between staffs. Copies of correspondence should be filed according to the format in Atch. 5.
- b. Letter Format: SW correspondence should follow a business letter format.
- c. Address Format: Units should use an appropriate address format as shown below:

COLONEL J. DOE SILVER WINGS CHAPTER	(Chapter or HQ Name)
AIR FORCE ROTC DETACHMENT	(Detachment Number)
UNIVERSITY OF AMERICA	(School)
ANY CITY, ANY STATE 00000	(City, State, Zip Code)

Additional information, such as street numbers, buildings, box numbers, etc., should be added as indicated on the Unit Address Roster. Also, other information, such as to whom the correspondence is addressed, may be included (for example, "Attention: President"). This additional information should be placed in the lower left corner of the envelope.

- d. Letterhead: SW units should use printed, rubber-stamped, or typed letterhead.

### 12-2. COMMUNICATION CHANNELS

A copy of correspondence from Chapters to National HQ and the EMC should be sent to the Region President.

### 12-3. ACKNOWLEDGMENT OF COMMUNICATION

Unit mail boxes should be checked at least once each weekday during the school year. Provisions should be made for handling of unit mail during school holiday periods.

### 12-4. MAIL POLLS

Any headquarters may conduct mail polls of subordinate units. The National Headquarters or Executive Board of Directors may direct the Executive Director to conduct a mail poll of any portion of Silver Wings. Failure to respond to a mail poll conducted by higher headquarters, within the set time limit, will be considered authorization for the higher headquarters to cast a proxy vote for the delinquent unit. Mail polls via email are authorized at the discretion of the Executive Director.

### 12-5. SW FORMS

Details about how/when to file SW Forms are either self-explanatory, or printed in this manual and/or its attachments. Insure that forms are complete and correct by referring to SWM and instructions on the form.

- a. Usage: Always use the most current form. All permanent SW Forms are numbered and include the date of latest revision. Do not use a form that predates the current revision. A list of current forms distributed by the EMC is included in the EMC's Fall Administrative Packet. Other forms are included in this manual. Lack of the current form, is not an acceptable excuse for failure to submit the proper form by the due date.
- b. Distribution: Forms should be distributed as indicated at the bottom of the form. Distribution is also given in SWM Figure 12-2. Make sure that all copies of multi-copy forms are distributed properly.
- c. Remittance: If remittance is required with a form, be sure to include it in the same envelope. The correct form must accompany all payments for fees, dues, and other equipment. All remittance must be made by check or money order to "Silver Wings" or "SW Executive Management Center".
- d. Current Forms: Ref. Figure 12-1.

## **12-6. PERMANENT SUSPENSE DATES**

Ref. Figure 12-2. Higher HQ may impose fines for delinquent items that are listed in Figure 12-2. Additional suspense dates, from any HQ, must announce the amount of any fine if one is applicable in advance.

## **12-7. FISCAL YEAR**

SW activities are based on a fiscal year beginning 1 September and ending 31 August of each year.

## **12-8. USAF FRANKED ENVELOPES**

It is a federal offense for any SW unit to use the US Government franked envelopes marked "postage and fees paid" for mailing correspondence or other items.

## **12-9. CONTRACTS**

- a. The approval and signature of the Executive Director is required for all contracts between SW units and commercial vendors (or other institutions), in which the dollar amount exceeds the current cash funds balance available to the individual unit.
- b. The National President and Executive Director must approve all contracts to perform services in which the name of "Silver Wings" is to be used, except for campus activities. (Derivatives of "Silver Wings" such as "SW" are included in the provisions of this paragraph.)

## **12-10. CERTIFICATES**

- a. Chapter Charter: The Chapter Charter is white, 8-1/2" x 11" and must be signed by the National President. The SW crest is on the heading of the charter.
- b. Membership Certificates: The SW Membership Certificate is white, 8-1/2" x 11", and bears the signatures of the National President and the Chapter President. The SW Crest appears in gold on the certificate. The certificate is included in the membership equipment and the new membership fee covers its cost.
- c. Honorary Membership Certificate: The Honorary Membership Certificate is similar to the SW Membership Certificate, except that the words "Honorary Member" are in the heading.
- d. Certificates of Appreciation: This certificate is similar to the Membership Certificate, but is only signed by the unit president or executive officer. It is presented to an individual who has been a significant influence or provided extraordinary assistance/service to the unit.

## **12-11. INSIGNIA**

- a. Badge: The official SW Membership Badge is horizontal double wings with a star in the center. The pin is silver and one (1) inch in length. The badge is available to active members in good standing and alumni members. The emblem may be used on printed materials. Gold badges are available (SW Form 3) and may be worn in lieu of silver by the following:
  - Chapter Presidents
  - Region Presidents
  - National Staff Members (and Extended National Staff)
  - National Honorary Presidents
  - Special Headquarters OfficersMembers who have achieved the gold badge may wear a gold badge for the remainder of their time in Silver Wings, as active members, regardless of their follow-on positions.
- b. Membership Ribbon: The SW Membership Ribbon is 'blue-white-blue'. Cadets who are active members in good standing may wear this ribbon on the ROTC uniform. The modified ribbon may be ordered from the EMC using SW Form 3.
- c. Fouregere: The SW fouregere is a single loop, square weave, blue and silver multi-strand cord. Cadet members who are active members in good standing may wear this fouregere on the ROTC uniform in accordance with AFROTC regulations. The fouregere is to be worn with the white strand on the outer edges and blue strand on the inside. Proper placement of the fouregere is to follow AFROTC Dress and Appearance Instructions.

- d. Longevity Pendant: The SW Longevity Pendant is a charm displaying a silver wing, star, and cloud engraved on the front. The pendant is white bronze and 1.25 inches in length and .5 inch in width. The pendant is available to active members and alumni who served at least three (3) full academic years in Silver Wings/Angel Flight. Longevity Pendants are available to order on the Silver Wings Equipment and Manual Order Form (SW Form 3).

**12-12. SILVER WINGS DRESS CODE**

Members attending business sessions at ARCON and NATCON should adhere to the following standards:

- a. Professional attire is required. This includes:

MEN	WOMEN
<b>Business suits:</b> Traditional two/three piece suit Blazer with slacks Suit coat with slacks	<b>Business suits/dresses:</b> Traditional two/three piece suit Blazer with slacks/skirt/dress and top Suit coat with slacks/skirt/dress and top Professional dress (> 1" wide straps)
<b>Shirts:</b> Long-sleeve dress shirt Banded collar shirt	<b>Shirts:</b> Blouse Button-down shirt Sleeveless blouse (>1" wide straps) with blazer or suit coat
<b>Bottoms:</b> Dress slacks/trousers	<b>Bottoms:</b> Skirt (no more than 1" above the knee) Slacks
<b>Footwear:</b> Dress shoes Loafers	<b>Footwear:</b> Closed-toe pumps/heels Loafers Sling-backs
<b>Accessories:</b> Dress socks Leather belt Ties	<b>Accessories:</b> Appropriate jewelry Appropriate hosiery Dress scarf

- b. Inappropriate attire includes the following (both men and women):

GENERAL RESTRICTIONS	MEN and WOMEN	WOMEN
Provocative or revealing articles Excessively tight clothing Excessively baggy clothing Excessive jewelry Open-toe shoe Visual body piercing	Flannel/fleece shirts Denim (any color or style) Sweat shirts or pants Tops with excessive graphics T-shirts or polo shirts with collar Ear piercing greater than 2/ear Khakis Cargo pants Athletic shoes Shorts (of any kind) Flip-flop sandals	Halter or strapless tops Tank or crop tops Mini skirts Sundresses Stretch pants/leggings

- c. SW nametags are suggested for conclaves and should be worn on the right breast. The membership pin should be worn on the left breast.

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- d. Professional business attire is required by all during conclave events. ROTC cadets have the option of wearing their appropriate military uniform to the final banquet of the conclave (Ref Para 9-12.k). Cadet members may wear the SW fourragere and ribbon on the AFROTC uniform.

### CURRENT FORMS LIST

<u>FORM #</u>	<u>NAME OF FORM</u>	<u>LATEST REVISION/SOURCE</u>	<u>PARA. REF.</u>
1	Report of Membership	April 2009/EMC	11-11, 2-2
2	Officer Roster	September 2003/EMC	11-11
3	Equipment & Manual Order Form	May 2009/EMC	12-11, 2-2
4	AFA Membership Form	February 2007/EMC	
5	Region President Appl.	September 1999/SWM	10-9
6	Region Reporter Application Form	September 2002/SWM	10-9
7A	Activity Report Form A	September 1999/SWM	11-11
7B	Activity Report Form B	September 1999/SWM	11-11
8	Chapter Status Form	September 1999/SWM	11-11
9	Proxy Vote Form	September 1998/SWM	9-13
10	Not in Use		
11	Workshop Application Form	September 1998/SWM	
12	National Parliamentarian Appl.	September 1998/SWM	5-3
13	Region Parliamentarian Appl.	September 1998/SWM	10-9
14	Not in Use		
15	Not in Use		
16	Not in Use		
17	Not in Use		
18	Chapter Award Cover Page	September 2002/SWM	Ch. 14
19	Individual Award Nom.	September 1999/SWM	Ch. 14
20	Award Endorsement Form	September 1998/SWM	Ch. 14
21	Not in Use		
22	Not in Use		
23	Not in Use		
24	Not in Use		
COP-1	NCOP Application	September 1999/JPM-1	JPM-1
COP-2	ARCOP Profile Form	September 1999/JPM-1	JPM-1
COP-3	Protocol Project Report Form	September 1999/JPM-1	JPM-1
COP-4A	Not in Use	September 1998/JPM-1	JPM-1
COP-4B	Not in Use	September 1996/JPM-1	JPM-1
COP-4C	Not in Use	September 1998/JPM-1	JPM-1
COP-5	ARCOP Application Form	September 2002/JPM-1	JPM-1
COP-6	CSCOP Profile form		
ACT-1	SW Activation Form	September 1998/SWActM	SWActM
JAAF-1	Joint Alumni Association Information Form	September 2003/JAA	

**Figure 12-1: CURRENT FORMS LIST**

## PERMANENT SUSPENSE CALENDAR

<b>DATE</b>	<b>ITEM</b>	<b>SEND TO</b>	<b>SEND FROM</b>	<b>FORM/FIG#</b>
01 Aug	-Projected Region Budget	-NHQ/EMC	-Region President	-Fig. 13-1
30 Sep	-Fall Administrative Packet	-All Units	-EMC	-N/A
01 Oct	-Renewal Roster	-All Chapters	-EMC	-N/A
15 Oct	-Fall Packet -Fall Status Report  -Bi-Annual Region Packet	-All Units -Region President /NHQ - Nat'l HQ/EMC/ SW NAC	-National HQ -Chapters  -Region President	-N/A -Form 8  -Fig. 10-1, 10-2, 13-1
31 Oct	-Report of Membership, , Dues, Officer Roster	-EMC	-All Chapters	-Form 1, Form 2
15 Nov	-Activity Report #1  -Newsletter Articles	-Region President /NHQ/NAC -NHQ	-Chapters  -Any Member	-Form 7A  -N/A
01 Dec	-Region Int. Financial -Ext. Nat. Staff/Spec. HQ Report #1 -Nat'l Parl. Appl.	-NHQ/EMC -NHQ  -NBC/NHQ/EMC	-Region President -NBC/Webmaster  -Any Member	-Fig. 13-2 -N/A  -Form 12
15 Jan	-Newsletter Articles -NATCON Agenda -Ext Nat Staff Rpt #1	-NHQ -EMC -NHQ/EMC	-Any Member -Nat'l Pres. -NCOP/Web Master	-N/A -N/A -N/A
01 Feb	-Awards Packets -Intent to Bid-Nat HQ -Web Master Appl. -Pre-NATCON Pkt. -AAS-SW Scholarship Fund Appl.	-Region President -NHQ/EMC/NBC -AAS/SW NHQ -All Units -AAS-SW Scholarship Fund	-Chapters -Chapters -Applicants -National HQ -Applicants	-Form 7A, 19-20 -Fig. 9-1 -N/A -N/A -Ref. www.silver- wings.org
15 Feb	-Bi-Annual Region Packet  -Spring Status Report  -Awards Packets -Newsletter Articles -Activity Report #2	-Nat'l HQ/EMC/SW NAC -Region President /NHQ -NHQ -NHQ -Region President /NHQ	-Region President  -All Chapters  -Region President -Any Member -Chapters	-Fig. 10-1, 10-2, 13-1 -Form 8  -Form 7A, 19-20 -N/A -Form 7A
28 Feb	-Award Sponsorship Fee	-EMC	-Sponsors	-N/A
01 Mar	-Ext.Nat.Staff/Spec.HQ  -NATCON Proxy	-NHQ  -NHQ/NBC/ Region President	-NBC/NCOP/Web Master -Chapters	-N/A  -Form 9
15 Apr	-Region Ending Fin. Rpt.	-New NHQ/EMC	-Old Region President	-Fig 13-3

**Figure 12-2: PERMANENT SUSPENSE CALENDAR**

## CHAPTER 13 - FINANCIAL PROCEDURES

### 13-1. FINANCIAL SOURCES

- a. Sources of Income: SW is a non-profit organization. It is self-supporting by means of fees, dues, donations, and income projects. Funds may be solicited from businesses, organizations, and individuals, ONLY WITH PRIOR consent from the National Treasurer and the Executive Director. (This does not include educational institutions). Funds may not be solicited from any business, organization, or individual that contributes to the support of the AFA.
- b. University/College Funding: Some universities/colleges provide for, or require, recognized student organizations to deposit their funds with a designated university office. Subsequently, the university bursar pays obligations directly to the “vendor”. Wherever this system is in use, the reporting Chapter should include a letter or memo, with purchase orders and membership reports, advising the Executive Management Center (or other headquarters) that payment will be made by the university/college.

### 13-2. FINANCIAL RECORDS

All units are required to keep detailed financial records:

- a. Financial records must include, as a minimum: balance sheets, vouchers, bills, receipts, deposit slips and canceled checks (where possible). All SW units must adhere to the principles outlined in the National Accounting Guidelines (Ref. Atch. 6).
- b. Prior to being passed to the incoming President, all financial records must be approved by the unit advisor. A letter, stating that the advisor has audited/approved the books, must be included with the books when they are passed on.

### 13-3. NATIONAL FEES/DUES

- a. Initiation Fees: Each new member is assessed an initiation fee at the time of association. The associate member fee is proposed by the Executive Director and approved by the Executive Board of Directors. The fee is listed on SW Form 1 Report of Membership which is issued each year by the EMC in the Fall Packet or upon request and is also available on the national website. The associate member fee is based on the cost of registering new members nationally, including preparation and shipping of original membership equipment. Initiation fees should be paid online and SW Form 1 should be sent to the EMC after all associates have paid their fees.
- b. National Dues: Annual dues are paid by individual members online at the time of initiation and/or in October with membership renewal.
  1. The amount of dues is proposed by the Executive Director, approved by the Executive Board of Directors, and reviewed by the Board of Trustees. SW National Headquarters may propose raising dues for a specific purpose. The National Conclave must approve such a proposal. In either case, a decision to raise annual dues becomes effective at the beginning of the next fiscal year. Thus, a decision made in the fall, by the Executive Board, becomes effective on **1 September** of the following year.
  2. The amount of annual dues is included in the Fall Packet Letter of Instruction, which is sent to each Chapter by the EMC. Dues requirements are also reflected on SW Form 1 which is also provided in the Fall Administrative Packet and available on the national website.
  3. Dues must be paid online by each member and one Chapter copy of the SW Form 1 should be sent to the EMC after every member has paid no later than **31 October** of each year. If Associates have met all necessary requirements before this deadline then their dues should be paid online and their names included in the Chapter submission of SW Form 1. If requirements have not been met at that time, dues for new Associates are paid online and after all associates have paid online the chapter will submit a new SW Form 1 to the EMC listing only the Associates NOT LATER THAN **fifteen (15) days** following initiation.
  4. Members who enter into Associate membership during the spring term renew their membership during the fall term of their first year of association and during each subsequent fall term.

### 13-4. NATIONAL FINANCES

- a. National Headquarters Operating Budget: The National HQ operating budget is be proposed by the National Treasurer and approved by the Executive Board of Directors.
  1. The National Headquarters Budget must include, but is not limited to, the following:
    - a) Transportation of six (6) National HQ Staff Members and the National Business Chair to the Fall Executive Board Meeting and the National Conclave.
    - b) At least two (2) editions of *On Silver Wings* must be budgeted, with enough copies for active members, alumni members, and other individuals to receive a copy (Ref. Para. 4-7).
    - c) Awards sponsored by the National HQ.
  2. The National HQ Operating Budget is approved in the following manner:
    - a) It is reviewed by the National President, the National Treasurer, and the Executive Director.
    - b) Upon revision/approval according to Para. 13-4a(2)a above, it is presented to the Executive Board of Directors for approval.
  3. Once the Executive Board has approved a budget plan, the National HQ must operate within that budget and spend only as the need arises. Unused allotments are returned to the general revenue fund. Partial advancement of the budget, not to exceed 15%, is authorized when the National HQ transfers to a new location (for operations between NATCON and the Fall Meeting of the Executive Board of Directors).
- b. Special Headquarters Funding:
  1. The HQ Executive Officer must submit a proposed budget to the Executive Director and the National Treasurer **NOT LATER THAN 1 August** of each year.
  2. The Executive Director reviews the proposed budget and recommends items that should be approved to the Executive Board.
  3. The Executive Board of Directors approves the budget. The Executive Board of Directors may increase the allotments upon the recommendation of the Executive Director -- when need arises, and funds allow.
  4. Funds for Special HQs are administered by the Executive Director. The Special HQ Executive Officer receives pro-rated registration to NATCON at one-half the regular attendee rate. This should be included in the respective Special HQ budget.
- c. National Business Chair, Parliamentarian, and Webmaster Funding:
  1. The annual allotment for the National Business Chair and Webmaster budgets is provided by the Executive Director and based upon organization finances. These officers must submit their budgets to the Executive Director and National Treasurer **NOT LATER THAN 1 August**, detailing proposed expenses. The NBC budget should also detail expenses for the National Parliamentarian.
  2. The Executive Director reviews the proposed budgets and recommends to the Executive Board which items should be approved.
  3. The Executive Board of Directors approves the NBC and Webmaster budgets. Funds are administered by the Executive Director. The Executive Board may increase the allotment, upon the recommendation of the Executive Director, when needed and as funds allow.
  4. The following items are not funded by the budget allotment and should not be included in the budget request:
    - a) NBC, Webmaster and National Parliamentarian Registration to NATCON. The NATCON HQ does not charge a registration fee for the NBC, Web Master or the National Parliamentarian.
    - b) NBC, Webmaster, and National Parliamentarian Hotel Fees for NATCON. The NATCON HQ budget pays room fees for the NBC, Web Master, and Parliamentarian during the NATCON.
    - c) NBC Travel expenses. Travel expenses for the NBC to the fall Executive Board Meeting and to the NATCON are paid by SW National HQ.
  5. The following items must be included in the NBC budget request:
    - a) Supplies
    - b) Letterhead
    - c) Postage

- d. National Chief of Protocol: Ref. Para. 5-1b. NCOP registration and room fees for NATCON are covered by the NATCON HQ budget and should not be included in the NCOP budget request.
- f. National Conclave Headquarters: The National Conclave Headquarters collects a registration fee from each attendee and solicits from businesses to fund its activities (Ref. Ch. 9). The NATCON HQ budget must include, as a minimum, the following items:
  - 1. Rooms/Registration for AAS and SW National HQ Staff Members.
  - 2. Rooms/Registrations for AAS and SW National Business Chairs and NCOP.
  - 3. Rooms for AAS and SW National Parliamentarians.
  - 4. Facilities and supplies for copying of resolutions for all delegates.

### **13-5. MANAGEMENT OF NATIONAL FUNDS**

Deposit, accounting, and advice in the investment of national funds is the responsibility of the Executive Director and the Board of Trustees.

- a. SW national financial records are maintained at the Executive Management Center.
- b. The Executive Director submits an annual report to the Executive Board of Directors. This report serves as the basis for financial reporting to the National Conclave by the National Treasurer.
- c. The SW national financial accounts are submitted annually to a qualified, independent agency for review by the Executive Director. A copy of the review is made available to the National Treasurer.

### **13-6. NATIONAL BUDGETING AND PROGRAMMING**

- a. Budgeting: The National Treasurer and the Executive Director prepare an operational budget proposal, to support SW approved programs for the fiscal year commencing 1 September. The budget is submitted for approval to the Executive Board of Directors in the fall of each year. The adequacy of the budget to support SW five-year programs is a part of the annual financial report made to the National Conclave.
- b. Programming: SW programs are planned on a five-year basis and are adopted at the National Conclave by a majority action of the delegates of all Silver Wings units. The five year planning, programming, and budgeting system (PPBS) is described in detail in AASMAN-1, Ch. 15 and is modified for use in SW. The program may be adjusted each year at the National Conclave, as needed.
- c. Travel: The National President may request the Executive Director to make such additional trips to Region or Chapter headquarters as deemed necessary to solve problems.
- d. Advance Budget Planning: The Executive Board of Directors is authorized to budget, in advance, for a program not yet considered or adopted by the National Conclave. This may be done if, in the opinion of a majority of the board, the added program will be acceptable to the National Conclave. However, funds will not be dispersed until the National Conclave legislative body has approved the program.

### **13-7. REGION PRESIDENT FINANCES**

Region Presidents derive their income from assessments of the local Chapters, annual allocations from National Headquarters, fundraisers, and University/local business support. By written request to the National Treasurer and Executive Director, a Region may be allocated special financing. The written request must delineate the reasons for the additional funding and the amount required. The National President approves special allocations, with the advice of the National Treasurer and Executive Director. The Executive Management Center disburses and records special allocations.

- a. Annual Region Dues: The individual Region sets Region dues. Annual Region dues may not exceed the current annual national dues without the unanimous consent of the Chapters in the Region and the consent of the National President.
- b. Fund Raising/Solicitation: Such activities must be conducted in accordance with Para. 13-1.
- c. Transfer of Funds: The outgoing Region President must transfer residual funds to the incoming Region President within **thirty (30) days** of the close of the National Conclave. The outgoing Region HQ should attempt to transfer at least \$30 plus \$1 per member in the Region.

**13-8. REGION PRESIDENT FINANCIAL REPORTING REQUIREMENTS**

- a. Projected Region Budget: A Projected Region Budget must be submitted by **1 August**. Ref. Para. 10-8. Use the format shown in Fig. 13-1.
- b. Revised Region Budget: A Revised Region Budget must be submitted NOT LATER THAN **15 October** to the National Treasurer and Executive Director as part of the Bi-Annual Region Packet. It must include any additional funding and should reflect decisions about national allocations (which are made at the Fall Executive Board Meeting). Use the format shown in Figure 13-1.
- c. Interim Financial Report: An Interim Financial Report must be submitted to the National Treasurer and Executive Director NOT LATER THAN **1 December** of each year. It should reflect expenses to date and adherence to the Revised Region Budget. Use the format shown in Figure 13-2.
- d. Ending Financial Report: An Ending Financial Report must be submitted to the new National Treasurer and the Executive Director NOT LATER THAN **15 April** (1 May if NATCON falls on/after 15 April). It should reflect all expenses of the outgoing Region President, adherence to the Revised Region Budget and actual carry-over to the incoming Region President. Use the format shown in Figure 13-3.

**13-9. CHAPTER FINANCES**

Chapters derive income from annual Chapter dues, fundraisers, and university/local business support. Fund raising projects and solicitation must be in accordance with the provisions of this manual. Local Chapter dues may be set by a majority of the members of the Chapter. Each Chapter must submit a proposed budget, interim financial report and ending financial report according to the Region Suspense Calendar. Use the formats shown in Figures 13-1, Figure 13-2, and Figure 13-3 to complete these reporting requirements.

### SAMPLE PROJECTED BUDGET

BALANCE FORWARDED	\$
RECEIPTS	\$
Dues	\$
National Allotments	\$
Fines	\$
Etc.	\$
TOTAL EXPECTED RECEIPTS	\$
TOTAL INCOME	\$
EXPECTED EXPENDITURES	\$
Office Supplies	\$
Postage	\$
Area-Region Conclave	\$
National Conclave	\$
Etc.	\$
TOTAL EXPECTED EXPENDITURES	\$
EXPECTED ENDING BALANCE	\$
SELF-SUFFICIENCY RATE (for Region President only)	%

NOTE: Region Presidents should also send a copy to the Executive Management Center.

**Figure 13-1: SAMPLE PROJECTED BUDGET**

**SAMPLE INTERIM FINANCIAL REPORT**

<b>INCOME</b>		<b>EXPECTED</b>	<b>ACTUAL</b>
Balance Forward		\$	\$
Dues		\$	\$
Allotments		\$	\$
University Support		\$	\$
Fund Raisers		\$	\$
a.		\$	\$
b.		\$	\$
Etc		\$	\$
<b>TOTALS</b>		<b>\$</b>	<b>\$</b>
<b>EXPENSES</b>		<b>BUDGETED</b>	<b>DISBURSED</b>
Supplies	\$	\$	\$
Awards	\$	\$	\$
Travel	\$	\$	\$
Postage	\$	\$	\$
Etc.	\$	\$	\$
<b>TOTALS</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

COMMENTS: Explain any income deficit and proposed solutions. Make additional comments, as necessary, to justify areas where expenses exceed budget. Regions should justify added allocation from National HQ and specify number of active Chapters on which request is based (name Chapters and give university affiliation).

NOTE: Region Presidents should also send a copy to the Executive Management Center.

**Figure 13-2: SAMPLE INTERIM FINANCIAL REPORT**

**SAMPLE ENDING FINANCIAL REPORT**

		<b>BUDGETED</b>		<b>ACTUAL</b>
<b>BALANCE FORWARDED</b>			\$	
<b>RECEIPTS</b>	\$		\$	
Dues	\$		\$	
Allotments	\$		\$	
University	\$		\$	
Fines	\$		\$	
Fund Raisers	\$		\$	
Etc.	\$		\$	
<b>TOTAL RECEIPTS</b>	<b>\$</b>		<b>\$</b>	
<b>TOTAL INCOME</b>	<b>\$</b>		<b>\$</b>	
<b>EXPENDITURES</b>	<b>\$</b>		<b>\$</b>	
ARCON	\$		\$	
NATCON	\$		\$	
Awards	\$		\$	
Supplies	\$		\$	
Etc.	\$		\$	
<b>TOTAL EXPENDITURES</b>	<b>\$</b>		<b>\$</b>	
<b>BALANCE ON HAND</b>			<b>\$</b>	

NOTE: Region Presidents should also send a copy to the Executive Management Center.

**Figure 13-3: SAMPLE ENDING FINANCIAL REPORT**

## CHAPTER 14 - AWARDS AND HONORS OF SILVER WINGS

### SECTION A: NATIONAL AWARDS SYSTEM

#### 14-1. ESTABLISHING NATIONAL AWARDS

The Executive Board of Directors establishes national awards and criteria with input from the Chapters. The National Conclave may direct the Executive Board to establish an award. Any unit may suggest establishment of a national award. However, no award will be presented as a national award without first being established by the Executive Board of Directors. An established award remains the responsibility of the sponsoring unit (Ref. Para. 14-2). The number of permanent national awards may not be greater than twenty-two (22). Thus, whenever a new national award is proposed, the potential sponsor must usually also propose the elimination of an existing award. Supporting rationale must be given for the change.

#### 14-2. SPONSORSHIP OF NATIONAL AWARDS

Sponsorship of national awards is achieved by contract with the Executive Director, subject to the approval of the Executive Board of Directors. It is the responsibility of the Executive Director to delineate, in writing, the financial responsibilities of the sponsor and to provide a written contract to each sponsor. It is the responsibility of the Unit President to sign the contract and return it to EMC, signifying the unit's commitment to provide monetary support for the award. The EMC invoices sponsors in January of each year. Sponsorship funds must be provided, payable to EMC, NOT LATER THAN **28 February** of the award year. Failure to provide this monetary support results in sponsorship being revoked. Should a sponsor fail to provide the sponsorship fee, the Executive Director will be responsible for contracting with a new sponsor. At the request of the Executive Director, the National President is responsible for notifying all units that the award sponsorship is open to all interested persons/units and the National Business Chair will be responsible for preparation of the appropriate resolutions to change sponsorship of the award at the close of the National Conclave. The current sponsorship fee is \$40.00 and may be changed, as necessary, by the Executive Director.

#### 14-3. APPLICATION AND SELECTION

- a. Application Packet: Unless specified otherwise, award applications are submitted by interested units to National HQ. Any award application containing materials in excess of those listed in this manual will be disqualified from consideration. An awards application omitting materials listed in this manual will receive a reduction in points.
- b. Suspense Dates: All application packets must be received by National HQ NO LATER THAN the suspense dates in the National Suspense Calendar (Ref. Ch. 12). Any application packet received after the deadline will be disqualified.
- c. Awards Committee: Except where specified, the Awards Selection Committee is composed of the National HQ Staff.
- d. Selection Criteria/Point System: The awards committee uses the scale below as a guideline for judging the application packets.

CATEGORY OF MATERIAL	RANGE OF POINTS AWARDED
PERSONAL INFORMATION/ACTIVITIES	
a. Cumulative GPA	0-4
b. Activities	
1. SW/AAS/Cadet Corps	0-3 each
2. Campus/Community (Exclude SW)	0-4
ENDORSEMENTS	0-5 each

#### **14-4. SPECIFICATION**

Awards consist of an engraved plaque for the recipient to keep permanently. Award plaques are funded by the sponsor and purchased by the EMC. Exceptions to this include:

- a. Outstanding Region President- Awarded by the AFA.
- b. Dianne O'Malley Award - Awarded by the AFA.

#### **14-5. PRESENTATION**

All national awards are presented/announced at the National Conclave. Recipients are honored at the National Conclave with a formal presentation of the award. Sponsors and sponsoring Chapters have the privilege of presenting the award in person, or designating a representative to do so. If no representative is specified before the National Conclave is called to order, the National President or appointed member of the National Staff will present the award.

### ***SECTION B: NATIONAL AWARDS FOR INDIVIDUALS***

#### **14-6. NATIONAL HONORARY PRESIDENT**

The title "National Honorary President" is conferred on a person who has contributed highly to the advancement of Silver Wings as a national organization. This is a singular award. It coincides with the AAS Honorary National Commander Award. It need not be awarded every year. The recipient should be a person who has demonstrated an interest in SW nationally for a significant period of time and also someone who enhances the image of Silver Wings.

- a. Nomination: Any member of the SW Executive Board of Directors may nominate a person for this honor. Nominations are submitted to the National President and must include justification for awarding the title to the person nominated.
- b. Selection: The National President and the National Awards Committee recommends a recipient to the voting members of the Executive Board of Directors. The Board approves the nomination at its fall meeting or by mail poll before the National Conclave.

#### **14-7. DR. BONNIE J. DUNBAR MEMBER OF THE YEAR AWARD**

The Dr. Bonnie J. Dunbar Member of the Year Award is presented to the member in Silver Wings who best strengthened Silver Wings over the past year. The award is named for Bonnie J. Dunbar, National Honorary Angel and past Executive Secretary of AAS and SW. The award is funded by National Staff.

- a. Nominations: All winners of the Member of the Month award are eligible for this award. Application packets must include:
  1. Individual Award Nomination Form (SW Form 19).
  2. At least one endorsement but no more than two endorsements using SW Form 20.
- b. Selection: Selected by the National HQ Staff.

#### **14-8. MONICA BROWNING OUTSTANDING CHAPTER PRESIDENT AWARD**

The Monica Browning Outstanding Chapter President Award is presented to the Chapter President who displays the greatest leadership ability in the nation. It is paid for by national funds. The award is named for Monica Browning, past SW NBC, past National Administrative Consultant, and current Board of Trustees member.

- a. Nomination: All Chapter presidents are eligible. Application packets must include:
  1. Individual Award Nomination Form (SW Form 19).
  2. Endorsement from SW Advisor on leadership ability using SW Form 20.
  3. Endorsement from SW Vice President on Chapter contributions using SW Form 20.
  4. Endorsement from the Region President evaluating the Chapter President's performance using SW Form 20.
- b. Selection: Selected by the National President. Criteria for judging includes an evaluation of the performance as indicated in the nominating material and any contact the National Staff has had with the nominee (such as correspondence, reports, etc.).

#### **14-9. SHERI LYNETTE CAVIN AWARD**

The Cavin Award is presented to the Chapter Officer, other than the President, who displays exceptional leadership ability. The Lewis C. Ellis, Jr. Chapter at Texas Tech University sponsors it. The award commemorates the late Ms. Cavin, past National Archives Commander, who was a dedicated member and exemplary officer of the Lewis C. Ellis, Jr. Chapter.

- a. Nominations: Each Chapter President may nominate one officer. Application packets must include:
  1. Individual Award Nomination Form (SW Form 19).
  2. Endorsement from the SW Chapter President on Chapter contributions using SW Form 20.
  3. Endorsement from the SW Advisor on leadership characteristics using SW Form 20.
- b. Selection: Selected by National HQ Staff. Criteria for judging must include an evaluation of the officer's performance, as indicated in the application packet.

#### **14-10. OUTSTANDING REGION PRESIDENT AWARD**

The Outstanding Region President Award is presented to the SW Region President who displays the greatest leadership ability in the nation. It is sponsored and presented by the AFA.

- a. Nomination: All SW Region Presidents are eligible for this award. No formal nomination is required.
- b. Selection: Selected by the National Vice President. Criteria for judging includes the following:
  1. Contributions as a member of the Executive Board of Directors.
  2. Performance as a Region President (submission of required reports, quality of meetings, and contributions to the Chapters of the Region).

#### **14-11. LT. GENERAL ROBERT D. SPRINGER OUTSTANDING CHAPTER ADVISOR AWARD**

This award is presented to a SW Advisor for outstanding guidance and counsel given to a local Chapter. This award may be presented only once to an individual. It is sponsored by the EMC. It is named for General Springer, past Executive Director of AAS and SW.

- a. Nomination: Each Chapter may nominate its advisor. Application packets must include:
  1. Personal data on the advisor, such as a copy of the USAF Biography.
  2. Endorsement from the Chapter President using SW Form 20.
  3. Individual Award Nomination Form (SW Form 19). Items such as major and classification may be left blank.
- b. Selection: Selected by National HQ Staff. Criteria for judging is:
  1. Support of SW.
  2. Counseling methods.

#### **14-12. AFA DIANNE O'MALLEY SILVER WINGS OUTSTANDING SERVICE AWARD**

This award is presented to an active member of SW for superior participation in SW and for significant contribution toward attainment of SW objectives in support of the AAS, AFA, and USAF. The recipient is the SW member who best fulfills the SW image. This award is sponsored by the AFA and is in memory of the late Dianne F. O'Malley.

- a. Selection Committee: The selection committee for this award is composed of the AFA as coordinated by the AFA Liaison to SW.
- b. Nomination: Each Chapter may nominate one SW member. The Executive Director may nominate any qualified members of the National Staff. Nomination is in the form of a two-page letter of recommendation outlining the nominee's name, school, achievements, and reasons for the nomination. Achievements should be in list format. Nomination letters should be submitted to the Executive Director with a copy to the National HQ. The Executive Director acts as coordinator of the selection committee.
- c. Selection: The selection committee selects a recipient based on the information included in the nomination letter. Criteria for judging includes, but is not limited to:
  1. Contributions to the Chapter and involvement in projects.
  2. Support of AAS, the USAF, AFROTC, the community and the university campus.
  3. Participation in community/campus activities other than those sponsored by SW.
  4. Character as depicted in the letter of recommendation.

**14-13. ANN T. HAWKINS AWARD**

The award is presented to not more than three (3) national level officers or Region Presidents for outstanding service to the national organization. This award was established in memory of the late Ann T. Hawkins, former Area E Commander. This award is paid for from national funds.

- a. Nomination: All SW National Headquarters officers (except the President), Extended National Staff Officers (except the NCOP), NATCON staff members (except the NATCON CC), and Special HQ Officers are eligible. No formal nomination is required.
- b. Selection: Selected by the National President and the Executive Director.

**14-14. MARY ANNE THOMPSON AWARD**

The award is presented to an individual member of the Air Force Association for outstanding support of Silver Wings. It may be presented only once to an individual. The award is named for Mary Anne Thompson, member of the first Angel Flight National Staff, 1998 SW National Honorary President and Board of Trustees Member. The John "Boots" Stratford Chapter at Auburn University sponsors it.

- a. Nomination: Each Chapter and Region President may nominate one AFA member. Nomination packets should include:
  - 1. Endorsement by the Chapter President concerning the nominee's support of SW, using SW Form 20.
  - 2. Individual Award Nomination Form (SW Form 19). Items such as major and classification may be left blank.
- b. Selection: Selected by the National HQ Staff. Criteria for judging include an evaluation of the nominee's support for SW as shown in the endorsement.

***SECTION C: NATIONAL AWARDS FOR CHAPTERS***

**14-15. JOHN BURDETTE BINKLEY OUTSTANDING CHAPTER AWARD**

The award is given to the outstanding Chapter for over-all outstanding performance. It is sponsored by the John Burdette Binkley Chapter at San Diego State University.

- a. Nomination: All Chapters in good standing are eligible. Application packets must include:
  - 1. Chapter Award Nomination Cover Page (SW Form 18).
  - 2. A project synopsis of all projects using SW Form 7A.
- b. Selection: Selected by the National HQ Staff. Selection criteria include: number and quality of projects, campus involvement, and joint relations with AAS.

**14-16. CICCOLI JOINT OPERATIONS AWARD**

The award is presented to the AAS Squadron and SW Chapter that have best furthered the objectives of the two organizations in a joint manner. The award was established in memory of Colonel Louis J. Ciccoli, past AAS-SW Executive Director. The Col Steven R. Nagel Chapter at the University of Illinois sponsors the Ciccoli award.

- a. Nomination: Each Chapter in good standing is eligible. Application packets should include:
  - 1. Chapter Award Nomination Cover Page (SW Form 18).
  - 2. Project synopsis of all joint projects using SW Form 7A.
- b. Selection: Selected by National HQ Staff in coordination with the AAS National HQ. Criteria for selection include number and quality of projects.

**14-17. SAMUEL E. ANDERSON AWARD**

This award is presented to the SW Chapter which best furthers the stated objectives of its AAS Squadron. The Samuel E. Anderson Squadron at Texas Christian University sponsors it. The Arnold Air Society nominates and selects the winner of this award (Ref. AASMAN-1 for details).

**14-18. WALTER R. "WADDY" YOUNG AWARD**

This award is presented to the AAS Squadron that best assists and aids the furthering of its Chapter's stated objectives. The Hughes Chapter at Texas A&M sponsors it.

- a. Nomination: Each Chapter may nominate its Squadron. The nomination must include the following:
  - 1. An endorsement from the SW President giving an overview of the AAS assistance to, and support of SW. Use SW Form 20.
  - 2. An endorsement from the SW Vice President giving an overview of Chapter/Squadron relations, including the frequency and a description of joint SW/AAS meetings and projects using SW Form 20.
  - 3. Endorsement from the SW Advisor using SW Form 20.
  - 4. Chapter Award Nomination Cover Page (SW Form 18).
- b. Selection: Selected by the National HQ Staff. The criteria for judging includes an evaluation of the performance of the Squadrons nominated as indicated in the nomination materials.

**14-19. BONNIE J. SPRINGER SILVER WINGS AWARD**

The award is presented to the Chapter that recruits the greatest percentage of new members. The award is named for Bonnie J Springer, National Honorary Angel and past Executive Secretary of AAS and SW. The 2nd Lt. Lloyd H. Hughes Chapter at Texas A&M University sponsors this award.

- a. Nomination: All Chapters in good standing are eligible. No formal nomination necessary.
- b. Selection: Selected by the National Development Officer. Selection criteria include both number of new members recruited and percent growth in Chapter membership.

**14-20. JAMES A. MCDONNELL OUTSTANDING AFA CHAPTER AWARD**

The award is presented to the AFA Chapter that best assists and aids the furthering of a SW Chapter's stated objectives. It is named for James A. McDonnell, liaison from the AFA, who developed a lasting, mutual relationship between the AFA and AAS-SW. The John H. Payne Chapter at the University of Texas at Austin sponsors it.

- a. Nomination: Each Chapter may nominate one AFA Chapter. The nomination packet should include:
  - 1. Endorsement from the SW Chapter President, using SW Form 20, concerning the AFA Chapter's support of and assistance to Silver Wings.
  - 2. Endorsement from the SW Chapter Vice President, using SW Form 20. This endorsement should include an overview of relations between the AFA Chapter and SW.
  - 3. Endorsement from the SW Chapter Advisor, using SW Form 20.
  - 4. Chapter Award Nomination Form (SW Form 18).
- b. Selection: Selected by the National HQ Staff. Nominees will be selected based on an evaluation of the overall support for SW as indicated in the endorsements.

**14-21. NATIONAL CITATIONS**

The National Staff may give National Citations for outstanding performance in areas not covered by the SWM. The expense of these citations is covered by SW National Headquarters and the presentations are made at the National Conclave during an appropriate meeting or ceremony. National citations are presented at the discretion of the National President (except as noted below) and are not permanent SW Awards.

- a. All National Staff Members, Extended National Staff Members, and Special HQ Presidents receive a National President's Award/Citation for their service to the organization.
- b. Outstanding contributions to *On Silver Wings* are recognized by a national citation at the discretion of the National Public Affairs Officer.
- c. The Best Chapter Workshop at NATCON, as judged by the National HQ Staff, received a national citation.
- d. The National Outstanding Scrapbook in the nation receives a national citation. All Region level Outstanding Scrapbooks are automatically nominated for this award.

## ***SECTION D: NATIONAL AWARDS FOR HIGHER HEADQUARTERS***

### **14-22. CAPTAIN JOEL C. GENTZ MEMORIAL AWARD**

The Capt Joel C. Gentz Memorial Award is presented to the Area-Region Conclave Staff that exceeds expectations of an ARCON Staff's duties as outlined in the ARCON Planning Package while furthering the joint efforts of the organizations at the Area-Region level. The award consists of a permanent plaque and a National award ribbon worn by the AAS members of the winning staff. The award is named for Capt Joel C. Gentz, an AAS alum who served as the first Combat Rescue Officer to have commissioned from AFROTC and always proved that it was more important to put service before self. While promoting this idea, he gave the ultimate sacrifice and was killed in action June 9, 2010 while completing a rescue mission in southern Afghanistan. The award is sponsored by Area X Headquarters.

- a. Criteria:
  1. The on-time and accurate submission of an ARCON Planning Package and proposed budget.
  2. Effective communication with both Area, Region, National Headquarters, and the Executive Management Center.
  3. Team cohesion between Arnold Air Society and Silver Wings ARCON staff members.
  4. Quorum of both the Area and Region in all joint business sessions.
  5. A beneficial service or social activity to be described in AAS Form 09.
  6. A comprehensive and well executed budget
- b. Nomination: All Area-Region Conclave Staffs are eligible. Nominations should be completed by the attending members of both the AAS and SW National Staffs.
- c. Selection: Selected by the members of both the AAS and SW National Staffs. Criteria includes the evaluations AAS-SW National Staff members who attended the ARCONs and any contact the National Staff has with the nominees.

## ***SECTION E: OTHER AWARDS***

### **14-23. REGION AWARDS**

- a. Outstanding Scrapbook Award: Presentation of the Region Outstanding Scrapbook Award is made only on the Region level. At the discretion of the National Staff, winners of this award may display the scrapbooks at the National Conclave. The winner of the Region Outstanding Scrapbook Award is automatically nominated for the National Outstanding Scrapbook award.
- b. Other Region Awards: The individual Regions decide on other Region Awards. Specifications must be included in the respective Region Manual.

### **14-24. CHAPTER AWARDS**

- a. Honorary Member: Ref. Para. 2-1.
- b. Other Chapter Awards: Chapters are encouraged to set up individual awards systems. These systems should be detailed in the local Chapter by-laws.

### **14-25. CERTIFICATES OF APPRECIATION**

Certificates of Appreciation may be given by any President or unit to show appreciation for outstanding service to SW at the respective command level.

# SILVER WINGS NATIONAL MANUAL (SWM)



ATTACHMENTS

SEPTEMBER 2009

## ATTACHMENT 1: SILVER WINGS INITIATION CEREMONY

### A1-1. INITIATION INTO MEMBERSHIP

The initiation into Silver Wings membership is an operation of the individual Chapters. The following outlines the suggested ceremony, setup for the ceremony and officer roles.

### A1-2. PREPARATION FOR THE INITIATION CEREMONY

Create a formal atmosphere/setting for the ceremony. Be professional. This ceremony is a formal welcoming of Associate Members into the national organization of Silver Wings. Present Associate Members honorably to the Chapter. Know your Associate Members by name. Publicize date, time, and location of ceremony for entire Chapter to attend. Have the ceremony in an elegant/distinguished room; dress/decorate room with SW banners/crest and Chapter memorabilia (Chapter Charter, Chapter awards, plaques, trophies). A table may be set up to display the membership certificates and badges for all the new members. The Development Officer should be the primary coordinator of ceremony and is responsible for all details of organization and preparation for the ceremony. An outline is presented below, but the details of presentation are left to the discretion of the Development Officer with the approval of the President.

### A1-3. CEREMONY

The **Development Officer** formally presents the candidates to the Chapter:

"These Silver Wings Membership Candidates are prepared to enter Active Membership of the \_\_\_\_\_ Chapter of the National Silver Wings."

The **President**, as the voice of the Chapter, reads the responsibilities of Chapter membership.

"As you are now prepared to accept membership in our Silver Wings, it is fitting that you know your responsibilities. They are:

1. Faithfully attend all meetings of the Chapter, its committees and functions.
2. At all times conduct yourself properly.
3. Do your utmost to promote the mission and objectives of Silver Wings, the Arnold Air Society, and the United States Air Force. Are you willing to accept these responsibilities? If so, answer in unison: "I am." Each of you will please raise your right hand and repeat after me the Membership Oath of Silver Wings:

"I (state your name), having been selected for membership in Silver Wings, do solemnly swear (or affirm) that I will support Silver Wings, that I will uphold its mission to develop strong civic leaders through community service and education about our national defense, that I will support the Arnold Air Society, the Air Force Association, the Air Force ROTC, the United States Air Force, and (name of school), and that I will faithfully execute the responsibilities of the position I am about to enter with knowledge, wisdom, and the courage to serve, so help me God."

The **Development Officer** reads the symbolism of the colors and crest:

"Our colors are Air Force Blue and White. The Blue stands for the sky above and the Airpower we support. The White stands for the purity of our intent and our loyalty to our Country."

"Our Crest symbolizes the strength of our organization; the wings of Chapter held aloft by the torch of knowledge; and the shield for the defense of country and the principles of Silver Wings."

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The President calls each candidate forward to the table, pins on (or hands to the new member) the SW wings (badge) and presents the Certificate of Membership.

The **Vice President** welcomes the Associate Members:

"Welcome to the \_\_\_\_\_ Chapter."

"We are proud to officially welcome you as Active Members of Silver Wings. Keep in mind that Silver Wings members should seek to be well rounded individuals through the integration of intellect, ethics, and character in order to strive for excellence in all endeavors. Any one of these traits may exceed the others. Each is important in its own light; each helps to round out the individual. Throughout your college life and future career, remain an individual. Be one of the many types that it takes to make up this world. Not all people are gifted with leadership ability and outstanding talents, but those who follow rather than lead are also needed. Remember, many little pieces go into the making of a great building. Big and little contributions are important. Now, I say on behalf of Silver Wings, 'WE WELCOME YOU'".

**President** extends his/her welcome and concludes ceremony.

## ATTACHMENT 2: INSTALLATION OF SW STAFF OFFICERS

### A2-1. INSTALLATION OF OFFICERS

The Installation Ceremony should be serious in nature and have formal aspects, denoting the responsibility and importance of taking a command position. The ceremony should be scheduled for and conducted at a specified meeting, and have the same mandatory attendance as the Initiation ceremony.

### A2-2. CEREMONY

- a. Preparation.
  - (1) Table is covered with a white cloth, blue cloth, or Silver Wings banner.
  - (2) All members should be in professional dress. All outgoing officers stand behind the table. Chapter members are seated or stand in front of table.
  - (3) Officers Elect form a semi-circle in front of the table. The President Elect leads the group, followed by the other officers in order of the chain of command.
  - (4) On the table are the President's gavel and the Chapter's Constitution (or By-Laws).
- b. The Installing Officer is usually the outgoing President:

#### **Outgoing President:**

(1) "The term for which I and my fellow officers were elected, has expired. I now certify that new officers have been elected, (or re-elected) for the ensuing term and that the treasurer's accounts have been audited and are now ready to be turned over to the successor."

(2) "I now have in my possession the President's gavel and the Constitution of the \_\_\_\_\_ Silver Wings Chapter and do hereby surrender both, which are symbolic of the command responsibilities. Therefore, I (state name) am now relieved of my duties as President of the \_\_\_\_\_ Silver Wings. As a past President, I realize that it is my duty and privilege to counsel my successor, through the experience I have gained during my term of office."

(3) "As the Officers Elect stand before us, I, (state name) do certify that the group standing before me were duly elected to those offices. Have you newly elected officers acquainted yourselves with the duties and responsibilities of the offices to which you have been elected? If so, please answer, 'We have'."

#### **Officers Elect:**

"We have."

#### **Outgoing President:**

(4) "I will now administer the Officers Obligation. Please raise your right hand and repeat after me:

"I do hereby solemnly promise /  
that I will faithfully discharge /  
to the best of my ability /  
the duties of the office /  
to which I have been elected. /  
I do further promise to uphold /  
the Constitution and By-laws /

of the Silver Wings, /  
support the Arnold Air Society /  
and bring honor to the name /  
of Silver Wings. /  
All this I freely promise /  
upon my honor /  
as a loyal member of Silver Wings."

(5) "President (name), please come forward. You are now responsible for the leadership of the \_\_\_\_\_ Silver Wings."

(6) "It is your duty as President to preside at all regular and special meetings of the Chapter. You are to authorize legislation, carry out decisions of the Chapter, and assume general responsibility of and for the organization, and its procedures and policies. It is also your duty to promote Arnold Air Society activities, to maintain Region-Area and National contacts and comply with their requests, to promote community interest in the Arnold Air Society, Air Force ROTC, and the United States Air Force, to be impartial, just, and to bring honor and prestige to the Silver Wings. President (name), do you promise to conduct your office in accordance with the duties I have just outlined?"

**President Elect:**

"I do."

(7) Outgoing President walks to new President.

**Outgoing President:**

Hands the new President the gavel.

**Outgoing President:**

(8) "Vice President (name), Do you pledge your sincere support to President (name) in conducting the affairs of the organization, and will you assume command at the request of, or during the absence of, the President?"

**Vice President Elect:**

"I do."

**Outgoing Vice President:**

"I give you the (name) Silver Wings Constitution." (Hands Constitution to new officer.)

**Outgoing President:**

(9) "Do you fellow elected officers (names new officers - e.g., Mary, Sue, etc.) pledge your sincere support to President (name) in conducting the affairs of this organization? If so answer, 'We do'."

**Other Officers Elect:**

"We do."

**Outgoing President:**

(10) "Members of the Chapter, do you promise to give these officers your whole-hearted support, to help them conduct the affairs of this organization, and to aid them in promoting

the Arnold Air Society, Air Force ROTC, the United State Air Force, and the Aerospace Power and its role in the national security? If so, answer, "We do."

**Members:**

"We do."

**Outgoing President:**

(12) "President (name), as past President, I now present you the gold wings symbolic of your leadership."

(13) Outgoing President steps aside. The new President makes brief acceptance speech.

**Outgoing President:**

(14) "Members of the (name) Silver Wings, I now proclaim the Officers of this organization duly installed and the (name) Silver Wings in working order for this ensuing term of office."

**A2-3. SPECIAL CIRCUMSTANCES**

- a. President is being installed into second consecutive term of office: Omit paragraph 2. During Paragraph 4, President raises right hand as well and re-swears oath. Omit Paragraphs 5 and 7. Have outgoing Vice President, (or another), take over as Installing Officer for paragraph 6 through Paragraph 11. Omit Paragraph 12. Re-election speech may be given for Paragraph 13 instead of acceptance speech. President takes over again as Installing Officer for para. 14.
- b. Any other Officers being installed into second consecutive term of office: omit Paragraph 9.
- c. Officers are being installed in Chapter with no outgoing officers: Omit first sentence of Paragraph 1 and end second sentence after the word 'term'. Change the word 'surrender' in Paragraph 2 to 'present' and end the Paragraph with the end of the first sentence. After 'We do' in Paragraph 10, replace the last sentence of the paragraph with 'Installing Officer lights candles of each new officer and hands new officer their rank insignia'. Replace the words of 'Outgoing President', 'Outgoing Vice President', and 'Past President' throughout ceremony with 'Installing Officer'.
- d. This ceremony can be modified and held in conjunction with AAS Installation.

## ATTACHMENT 3: INSTALLATION OF AAS-SW JOINT OFFICERS

### A3-1. INSTALLATION OF OFFICERS

This Installation Oath should be used for all Joint Officers at the Chapter, Region or National level. The remainder of the ceremony is at the discretion of the outgoing officer.

### A3-2. OATH OF OFFICE

#### **Outgoing Officer:**

“I, [state your name]/  
Having been appointed the [insert official title]/  
Do solemnly swear/  
That I will support and uphold/  
The Constitution of the United States/  
Of the Arnold Air Society/  
And of Silver Wings/  
That I will bear true faith and allegiance to the same/  
That I will bring honor to the organizations I represent/  
And that I will well and faithfully execute the duties/  
Of the joint position I am about to enter.//  
All this I freely promise/  
Upon my honor/  
As a loyal member of \_\_\_\_\_.”

## ATTACHMENT 4: JOINT ALUMNI ASSOCIATION OF AAS-AnF/SW

### A4-1. JOINT ALUMNI ASSOCIATION ORGANIZATION

a. Mission.

It shall be the object of the Joint Alumni Association of Arnold Air Society, Angel Flight, and Silver Wings to foster a spirit of loyalty and fraternalism among former Arnold Air Society, Angel Flight, and Silver Wings members and to achieve a unity of purpose and action in promoting the best interest of the Association.

b. Type of Organization.

1. Professional: It's members conduct business in a serious and effective manner.
2. Alumni: All members are alumni of the National Arnold Air Society, Silver Wings, or its predecessor Angel Flight.
3. Service: Its members are dedicated to providing information and resources for professional growth to the active members of Arnold Air Society and Silver Wings.

### A4-2. ALUMNI MEMBERSHIP

a. Eligibility. Reference SW National Constitution

b. Dues. Dues for active alumni members are printed on the current membership form and are used to support Association publications and activities.

### A4-3. ALUMNI ASSOCIATION EMAIL ADDRESS

The Joint Alumni Association Email address is alumni@silver-wings.org.

### A4-4. ALUMNI INDUCTION CEREMONY

The Alumni Ceremony is a formal farewell to graduating members from the national organization and an induction into the Alumni Association.

a. Preparation. Be professional. Present graduating members honorably to the Chapter. Publicize the date, time, and location to insure attendance of Chapter members and Arnold Air Society members. Have the ceremony in an elegant/distinguished room; decorate with Silver Wings banners/crests and Chapter memorabilia (Chapter Charter, awards, plaques, and the official flower (white rose). A table may be used for gifts and flowers for the alumni.

b. Coordinator. The President or designated Alumni Officer should be the primary coordinator of the ceremony. This person is responsible for all details and organization of the ceremony. All plans should be approved by the President to insure proper conduct and protocol.

c. Ceremony:

" \_\_\_\_\_(NAME) has been a faithful member of Silver Wings for \_\_\_\_\_(NUMBER) years and will become an Alumnus of the \_\_\_\_\_(CHAPTER NAME) Chapter and of the National Silver Wings."

*The coordinator may then want to say a few words about the member's participation in Silver Wings and other campus/community activities.*

" \_\_\_\_\_(NAME), you have been a vital member of Silver Wings by promoting the missions and objectives of our organization, Arnold Air Society, and the United States Air Force. We extend our

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congratulations, gratitude, and appreciation, to you on your graduation from \_\_\_\_\_ (SCHOOL NAME). Although you are leaving our Chapter, you leave as an alumnus and a member of the Joint Alumni Association of AAS-AnF/SW, a growing, functional part of Silver Wings as a national organization. As you move on, take with you the joy, respect, and friendship of our Chapter, always remembering our motto: "Knowledge, Wisdom, and the Courage to Serve."

*\* (If an alumni pin is used as a part of the ceremony, add the following:)*

"We give you this pin as a symbol of your dedication to Silver Wings and of your importance to us as an Alumnus."

## ATTACHMENT 5: CONTINUITY NOTEBOOK GUIDELINES

The minimum requirements for continuity notebooks are listed below.

### 1. Explanation of Office

- Copies of the pertinent sections from SWM and the respective Region manual. Important sections should be noted by highlighting or underlining.
- Any additional duties assigned by the Chapter/headquarters.

### 2. Expectations of Officer

- List of specific duties (correspondence, reports, activities, etc.)
- National/Region/Chapter Suspense Calendars.

### 3. Goals of Officer

- List of personal goals the officer would like to achieve during his/her term.

### 4. Accomplishments of Term

- List and explanation of goals that were met.
- List of any new programs established.
- List of any improvements made in established programs.

### 5. Ideas for Improvement

- List of suggestions for the incoming officer to improve efficiency, make unsuccessful activities/programs more successful in the future, and other ideas for improvement.

### 6. List of Contacts

- National/Region/Chapter Staff Rosters, Chapter Membership Roster.
- Others, if applicable:
  - AAS Officer and Membership Rosters, Chapter/Local contacts
  - AFA Addresses, Alumni Addresses
  - Community contacts for projects
  - Bank contacts, Fund raising contacts
  - TV/Radio/Newspaper contacts, Printing contacts
  - Recruiting contacts

### 7. Forms/Correspondence

- Forms specific to office
- Copies of correspondence sent and received

### Additional Section ideas:

Additional Sections with pertinent/useful information are encouraged. Such information should be current, relevant to the office, detailed, and organized.

PRESIDENT - Chapter Manual/By-laws, Conclave Information, President's Reports, Staff Meeting Minutes.

VICE PRESIDENT - Inspections, Alumni Affairs, COP Program, Sister Chapter Information, AAS Relations, AFA Relations.

ACTIVITIES OFFICER (Chapter Level Only) - National Project/JNP/Community Project/Other Project Ideas, School Involvement.

SECRETARY - Chapter Meeting Minutes, Chapter Rosters.

TREASURER - Chapter Budget, Fining Procedures, Financial Forms.

DEVELOPMENT OFFICER - Publicity Tips, Chapter Newsletters, *ON Silver Wings*/Region Articles, Recruiting, Training program (meetings, minutes, tests), initiation planning details.

## ATTACHMENT 6: FILING SYSTEM GUIDELINES

### SECTION A: PRESIDENT'S FILES

- A1 Incoming Correspondence
- A2 Outgoing Correspondence
- A3 Correspondence to/from EMC
- A4 Correspondence to/from National HQ
- A5 Correspondence to/from Region President
- A6 Correspondence to/from University
- A7 Chapter President's Reports
- A8 Correspondence to/from ARCON HQ
- A9 Correspondence to/from NATCON
- A10 Intent of Bid for Higher HQ (ARCON, NATCON, Region HQ)
- A11 Miscellaneous

### SECTION B: VICE PRESIDENT'S FILES

- B1 Incoming Correspondence
- B2 Outgoing Correspondence
- B3 National Alumni Membership Roster
- B4 Alumni Relations
- B5 AAS Relations
- B6 AFA Relations
- B7 Miscellaneous

### SECTION C: ACTIVITIES OFFICER'S FILES (Some Files, as indicated, Chapter Level Only) C1

- Incoming Correspondence (Chapter Level Only)
- C2 Outgoing Correspondence (Chapter Level Only)
- C3 SW Signature National Project
- C4 SW/AAS Joint National Project
- C5 National Ongoing Project
- C6 Community Projects/Campus Projects (Chapter Level Only)
- C7 Chapter Activity Reports
- C8 Chapter/Individual Awards Packets
- C9 Miscellaneous

### SECTION D: SECRETARY'S FILES

- D1 Filing System Guidelines
- D2 Incoming Correspondence
- D3 Outgoing Correspondence
- D4 National/Region Master Calendars
- D5 National HQ/Region President Roster/Office Hours
- D6 National Unit Address Roster
- D7 Chapter Officer Roster/Office Hours
- D8 Chapter Membership Roster

**SECTION D CONTINUED**

- D9 Membership Renewal Roster
- D10 Initiation Rosters
- D11 Chapter/Squadron Phone/Address List
- D12 Chapter Member Information (alpha. D16a...D16?)
- D13 Chapter Meeting Minutes
- D14 Packets
  - D14a Fall Packet From SW National HQ
  - D14b ARCON Packet
  - D14c Pre-NATCON Packet
  - D14d Post-NATCON Packet
- D15 Reference Files
  - D15a SW National Manual/Constitution
  - D15b Region Manual/Supplement to SWM
  - D15c Parliamentary Procedure
  - D15d SW History
  - D15e Chapter By-Laws
    - D15f AAS-SW Joint Protocol Manual (JPM-1)
  - D15g Miscellaneous Reference Materials
- D16 Blank Forms
  - D16a Equipment/Manual Order Forms
  - D16b Officer/Initiation Forms
  - D16c SWM Forms (from Atch. 8; except those listed below)
  - D16d Chapter Activity Report Forms
  - D16e Chapter Status Report Forms
  - D16f Joint Alumni Association Information Forms
  - D16g Region Forms
  - D16h Chapter Forms
  - D16i Miscellaneous Forms
- D17 Miscellaneous

**SECTION E: TREASURER'S FILES**

- E1 Incoming Correspondence
- E2 Outgoing Correspondence
- E3 Chapter Budget
- E4 Allocation Requests
- E5 Chapter Financial Statements
- E6 Completed Vouchers with Bills/Receipts Attached
- E7 Bank Statements
- E8 Overdue Notifications
- E9 University Funding
- E10 Miscellaneous

**SECTION F: DEVELOPMENT OFFICER'S FILES**

- F1 Incoming Correspondence
- F2 Outgoing Correspondence
- F3 Publicity Ideas
- F4 SW National Newsletter/*ON Silver Wings*
- F5 AAS National Newsletter/Arnold Air Letter
- F6 Region/Area Newsletters
- F7 Chapter/Squadron/Corps Newsletters
- F8 AFROTC Leader
- F9 Membership Training Program
- F10 Associate Members Guide (SWAMG)
- F11 Training Project Ideas/Information
- F12 Recruiting Program/Ideas
- F13 Miscellaneous

**SECTION H: OTHER OFFICER'S FILES**

Set up correspondence and reference files as needed for additional officers. List these files in the Filing System Guidelines

NOTE: COP Filing System Guidelines given in JPM-1.

## ATTACHMENT 7: SW ACCOUNTING GUIDELINES

### A7-1. PURPOSE

The purpose of the SW Accounting Guidelines is to aid treasurers with adherence to national accounting policies. The guidelines outline a double entry accounting system which utilizes journals, ledgers and financial statements. Additionally, the guidelines provide an aide for preparing a unit budget. These policies are mandatory for all Chapters and headquarters of SW.

### A7-2. PREPARATION OF BUDGETS

- a. Meet with officers and advisor to formulate the budget. Begin with the budget from one or two preceding years. Account for inflation.
- b. Primary sources of revenue (income) include:
  1. Membership Dues. Consider the number of members graduating in the fall semester or resigning from membership in the fall; these members will not pay dues in the spring semester.
  2. Fund Raisers. Budget expected income from fund-raisers realistically and conservatively based on unit history with similar projects.
  3. Donations. Donations must meet the requirements of SWM, Ch. 13.
- c. Primary expenses include:
  1. SW membership equipment.
  2. Office supplies. Include items such as letterhead, envelopes, checks, and desk supplies.
  3. Supplies for projects. Include all projects, socials, and initiation/change of command ceremonies that the unit's budget will be required to support. These expenses are usually easier to project and track by officer than for the unit as a whole.
  4. Conclaves. Include registration, travel, and hotel expenses that the unit budget will be required to cover.
- d. Carryover for the next fiscal year or semester should be budgeted. This may be a flat amount or figured on a per member basis.

### A7-3. RECEIPTS JOURNAL

- a. Each page of the Receipts Journal should be headed with "Receipts Journal," unit name and inclusive dates of the journal.
- b. The Receipts Journal should contain the date, amount of transaction, detailed description of each transaction (deposit). Additionally, the cumulative total should be shown after each entry.
- c. When a member submits one check for multiple reasons, the Treasurer should note all items that the amount covers.
- d. See Figure A6-1 for sample Receipts Ledger.

### A7-4. DISBURSEMENTS JOURNAL

- a. Each page of the Disbursements Journal should be headed with "Disbursements Journal," unit name, and the inclusive dates of the journal.
- b. The Disbursements Journal discloses all monies paid out by the unit. Entries should include the date, a detailed description of each transaction (expense), check number, and amount of payment. As with the Receipts Journal, a cumulative total should follow each transaction.
- c. The description of the transaction should include the name of the payee, ledger account that the amount is taken from (such as Secretary budget or President budget). Ref. Figure A6-4.
- d. Each check is associated with an invoice or one of the following voucher forms.

## **SWM, Aug 2014**

1. Member Reimbursement Form (see Figure A6-6). This form is completed when SW members wish to be reimbursed for purchases made for the unit. A receipt must be attached to the form.
  2. Check Request Form (See Figure A6-7). This form is completed for payments to non-members in situations in which an invoice is not available (for example, payments to EMC for dues or equipment).
- e. After payment, all invoices and voucher forms are marked "Paid" with the date and check number and then placed in the Treasurer Binder.
- f. See Figure A6-2 for a sample Disbursements Journal.

### **A7-5. RUNNING BALANCE JOURNAL**

- a. The Running Balance Journal shows all transactions and the balance over time in the same manner as a checkbook ledger. The Running Balance Journal may be omitted if the unit checkbook ledger contains all of the required information.
- b. Each page of the journal should be headed with "Running Balance Journal," unit name, and inclusive dates of the ledger.
- c. Entries should include: date of transaction, detailed description of transaction, check number for expenditures, and deposit/expense amounts. Each entry should be followed by the account balance following the transaction.
- d. See Figure A6-3 for a sample Running Balance Journal.

### **A7-6. ACCOUNT LEDGERS**

- a. The Account Ledgers aid the Treasurer in maintaining control over the budget and in preparing financial statements for higher headquarters.
- b. Each account should have an assigned number and a separate ledger page. Each page should be headed with "Account Ledger", the name of the account, and the account number.
- c. Entries should include the date, description of the transaction, and amount of the transaction. Additionally, each transaction should be followed by the amount remaining in the account budget. The first entry in each account ledger is the amount budgeted to that account.
- d. See Figures A6-4 and A6-5.

### **A7-7. FINANCIAL STATEMENTS**

Unit Financial Statements are prepared according to the guidelines of SWM, Ch. 13. Financial Statements are submitted to higher headquarters according to the suspense calendar.

**CAPTAIN FRANK S. HAGAN CHAPTER  
RECEIPTS JOURNAL  
APRIL 1991 - APRIL 1992**

DATE	TRANSACTION	DEPOSIT AMOUNT	TOTAL
9/25	Deposit Fall Dues \$ 105.00 Hebert, K. 35.00 Callaway, M. 35.00 Smith, J. 35.00 -ARCON Registration \$101.45 Smith, J. 101.45	\$206.45	\$206.45
10/2	Deposit -Chapter Fall Dues \$35.00 Segura, S. 35.00 -Fall Fund Raiser \$90.00 Aim High 65.00	\$125.00	\$331.45

**Figure A7-1: RECEIPTS JOURNAL**

**CAPTAIN FRANK S. HAGAN CHAPTER  
DISBURSEMENTS JOURNAL  
APRIL 1991 - APRIL 1992**

DATE	TRANSACTION / LEDGER ACCT.	CHECK #	AMOUNT	TOTAL
10/25	EMC / 306 -Initiation Fees:(inclusive list of initiates)	1534	\$180.00	\$180.00
10/27	NATCON Registration / 406 -Registration for Smith, J.	1535	\$101.45	\$281.45
11/02	Gilder, S. / 107 -Reimbursement for Stamps	1536	\$ 29.00	\$310.45

**Figure A7-2: DISBURSEMENTS JOURNAL**

**CAPTAIN FRANK S. HAGAN CHAPTER  
RUNNING BALANCE LEDGER  
APRIL 1991 - APRIL 1992**

<b>DATE</b>	<b>TRANSACTION</b>	<b>CHECK #</b>	<b>DEPOSITS</b>	<b>EXPENSES</b>	<b>BALANCE</b>
9/25	Deposit		\$ 206.45		\$ 206.45
	-Fall Dues 105.00				
	-NATCON Reg. 101.45				
10/02	Deposit		\$125.00		\$331.45
	-Fall Dues 35.00				
	-Fund Raiser 90.00				
10/25	EMC	1534		\$ 180.00	\$151.45
	-Associate Member Fee				
10/27	NATCON Regist.	1535		\$101.45	\$ 50.00
11/02	Gilder, S.	1536		\$ 29.00	\$ 21.00
	-Stamps				

**Figure A7-3: RUNNING BALANCE LEDGER**

**CAPTAIN FRANK S. HAGAN CHAPTER  
LIST OF ACCOUNTS**

<b>ACCOUNT NAME</b>	<b>ACCOUNT NUMBER</b>
President's Budget	101
Vice President's Budget	102
Activity Officer's Budget	103
Secretary's Budget	104
Charity	120
Air Force Funding	121
Fall Dues	201
Spring Dues	202
Fund Raising	203
ARCON	401
NATCON-Registration	406
NATCON-Travel	407

**Figure A7-4: LIST OF ACCOUNTS**

**EXPENSE ACCOUNT LEDGER  
SECRETARY  
ACCOUNT #104**

<b>DATE</b>	<b>TRANSACTION</b>	<b>AMOUNT</b>	<b>BUDGET BALANCE</b>
	Budget Allotment		\$325.00
9/25	Stationary	\$50.00	\$275.00
9/30	Postage	\$29.00	\$246.00
10/5	Copies of Forms	\$11.27	\$234.73
11/9	Copies of Reports	\$24.01	\$210.72

**Figure A7-5a: EXPENSE ACCOUNT LEDGER**

**INCOME ACCOUNT LEDGER  
FALL DUES  
ACCOUNT # 201**

<b>DATE</b>	<b>TRANSACTION</b>	<b>DEBIT</b>	<b>CREDIT</b>	<b>TOTAL</b>
9/25	Collected from 3 members		\$105.00	\$105.00
10/02	Collected from 1 member		\$ 35.00	\$140.00
10/05	NSF Check - D. Jones	\$ 35.00		\$105.00

**Figure A7-5b: INCOME ACCOUNT LEDGER**

**REIMBURSEMENT FORM**

NO. \_\_\_\_\_ DATE \_\_\_\_\_

FROM \_\_\_\_\_

TO: Treasurer

Please process reimbursement for the following itemized expenses: (Receipts are attached)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

TOTAL AMOUNT TO BE REIMBURSED: \$ \_\_\_\_\_

REIMBURSEMENT CHECK TO BE PAYABLE TO: \_\_\_\_\_

SIGNATURE \_\_\_\_\_

---

(this portion for Treasurer use)

DATE OF ACTION \_\_\_\_\_

APPROVED \_\_\_\_\_ DISAPPROVED \_\_\_\_\_

CHECK NO. \_\_\_\_\_ AMOUNT \_\_\_\_\_

COMMENTS \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

(President) (Treasurer)

**Figure A7-6: REIMBURSEMENT FORM**

<b>CHECK REQUEST</b>	
DATE	_____
AMOUNT \$	_____
PAYEE	_____
PAYEE ADDRESS	_____
PURPOSE	_____
	_____
	_____
PRESIDENT APPROVAL	_____
-----	
(Treasurer use only)	
Date Paid	_____
Ledger Account	_____
Check Number	_____

**Figure A7-7: CHECK REQUEST FORM**

## ATTACHMENT 8: SW Vision 2012

**“TO SERVE THOSE WHO SERVE US, TO PARTNER WITH THE AIR FORCE ASSOCIATION AND ARNOLD AIR SOCIETY, AND TO IMPACT AND INVEST IN OUR CAMPUSES, COMMUNITIES, AND OUR NATION BY DEVELOPING HONROABLE CITIZENS INTO INNOVATIVE LEADERS”**

### A8-1. PROFESSIONALISM

Professionalism is the core of Silver Wings. As we develop ourselves as professional individuals we better equip ourselves to participate in the business world.

<b>Professionalism</b>		
<b>Objectives</b>	<b>Goals</b>	<b>Measures/Targets</b>
<p>Aid individual members in developing professional skills which can be utilized throughout their lives and careers.</p>	<p><b>National</b> – Provide resources needed to develop members’ professional skills</p>	<ol style="list-style-type: none"> <li>1. Work with NCOP to distribute professional dress specifications at all ARCONs, NATCON and through the Region</li> <li>2. Discuss professionalism concerns as raised by Region President</li> </ol>
<p><b>Region</b> – Help Regions distribute and enforce professional protocol by providing tools, resources and information to Regions before ARCON.</p>	<ol style="list-style-type: none"> <li>1. Relay Chapter feedback on professionalism to national staff at both fall and spring exec boards</li> <li>2. Region President should inform the national headquarters regarding their Region’s professionalism in every monthly report</li> <li>3. Have a Region headquarters representative visit Chapters at least once per year to inspect professional protocol</li> <li>4. Strengthen ARCOP communication with Region Presidents and improve focus on Silver Wings protocol</li> <li>5. Include at least 1 professional workshop during separate meetings at ARCON</li> </ol>	
<p><b>Chapter</b> – To encourage Chapters to hold formal business meetings and to promote the use of parliamentary procedure in said meetings.</p>	<ol style="list-style-type: none"> <li>1. Hold, on average, two formal business meetings per month</li> <li>2. CSCOP or protocol officer will brief Chapter on protocol early in year and again before conclaves</li> <li>3. Hold at least 1 professional workshop per semester</li> </ol>	

**A8-2. COMMUNICATION**

<b>Communication</b>		
<b>Objectives</b>	<b>Goals</b>	<b>Measures/Targets</b>
Use available communication methods effectively to ensure all members have equal understanding of tasks.	<b>National</b> – Distribute needed information as widely and as quickly as possible.	<ol style="list-style-type: none"> <li>1. Sets timeline for all levels for deadlines.</li> <li>2. Paperless society</li> <li>3. 24 hour feedback on all forms of communication (whenever possible)</li> <li>4. Improve regular personal communication with Region staff</li> </ol>
<b>Region</b> – Strengthen communication between national staff and Chapters.		<ol style="list-style-type: none"> <li>1. Disseminate all information to Chapters immediately and effectively.</li> <li>2. Notify national staff of inability to communicate with Chapters.</li> <li>3. Improve regular personal communication with Chapter staff</li> </ol>
<b>Chapter</b> – Provide national- and Regional-level staffs with necessary information.		<ol style="list-style-type: none"> <li>1. Return all communications within 24 hours.</li> <li>2. Use chain of command to locate needed information.</li> <li>3. Inform Region staff of contact information changes immediately.</li> </ol>

**A8-3. AFFILIATES**

Neither person nor organization can stand alone. The Arnold Air Society and the Air Force Association are our sister organization and are irreplaceable resources for our personal and organizational development. Increased cooperation and inter-dependence will benefit all organizations.

<b>Joint Relations – Arnold Air Society</b>		
<b>Objectives</b>	<b>Goals</b>	<b>Measures/Targets</b>
Understand how AAS and SW can better aid in achieving each others' missions.	<b>National</b> – To work side-by-side with AAS National HQ to promote a Chapter for every Squadron	<ol style="list-style-type: none"> <li>1. Strive to improve relations among national staff as an example for the nation</li> <li>2. Hold REOs accountable for their respective areas, ensuring that proper communication is being maintained</li> </ol>
<b>Region</b> – Consistent contact with area counterpart.		<ol style="list-style-type: none"> <li>1. Identify AAS counterpart at NATCON</li> <li>2. Maintain contact with counterpart through year</li> <li>3. Visit area Squadrons to inform them on the benefits of a SW Chapter</li> <li>4. Work cohesively with Area CC and ARCOP to ensure proper ARCON planning</li> </ol>
<b>Chapter</b> – Work actively with Squadron to promote joint relations.		<ol style="list-style-type: none"> <li>1. Establish CSCOP position to promote joint relations</li> <li>2. Hold at least 1 joint Chapter/Squadron meeting per month</li> <li>3. Hold at least 2 Joint Chapter/Squadron service projects per semester</li> <li>4. Hold at least 2 Joint Chapter/Squadron social events per year</li> </ol>
<b>Joint Relations - Air Force Association</b>		
<b>Objectives</b>	<b>Goals</b>	<b>Targets/Measures</b>
To help keep Silver Wings as a whole more informed of and active in the affairs of the AFA.	<b>National</b> – Promote and increase membership and participation in the AFA.	<ol style="list-style-type: none"> <li>1. Maintain contact with the AFA Board of Directors</li> <li>2. Have at least one national initiative to aid the AFA each year</li> </ol>
<b>Region</b> – Serve as a liaison between AFA Regions and your SW Region		<ol style="list-style-type: none"> <li>1. Visit or contact each Regional AFA Chapter by NATCON 2012</li> </ol>

<p><b>Chapter</b> – Participate in activities and meetings held by local AFA Chapters</p>	<ol style="list-style-type: none"> <li>1. Each Chapter should attend at least one event or meeting hosted by their local AFA Chapter</li> <li>2. Invite AFA Chapters to service projects and certain other events</li> </ol>
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**A8-4. DEVELOPMENT**

<b>Development</b>		
<b>Objective</b>	<b>Goals</b>	<b>Measures/Targets</b>
<p>Maintain records of Silver Wings development and use these records to establish future goals.</p>	<p><b>National</b> – To increase the overall national membership base of Silver Wings and to improve our members.</p>	<ol style="list-style-type: none"> <li>1. A 0% Chapter attrition rate</li> <li>2. Activate or re-activate at least 7 Chapters each year</li> <li>3. Initiate more incoming members than the number of graduates</li> </ol>
<p><b>Region</b> – Create a plan for Regional growth through 2012</p>		<ol style="list-style-type: none"> <li>1. Use the national vision as an example</li> <li>2. Aid Chapters in following the national, Regional, and Chapter visions.</li> </ol>
<p><b>Chapter</b> – Create a plan for Chapter growth through 2012.</p>		<ol style="list-style-type: none"> <li>1. Use the national and Regional plans as an example</li> <li>2. Improve Chapter operation in accordance with Vision 2012</li> </ol>

**A8-5. TECHNOLOGY**

<b>Technology</b>		
<b>Objectives</b>	<b>Goals</b>	<b>Measures/Targets</b>
<p>Use all available resources to enhance professionalism, development, communication and overall joint relations.</p>	<p><b>National</b> – Utilize the national website as a central location for information and resources.</p>	<p>Enable the national website to:</p> <ol style="list-style-type: none"> <li>1. Collect dues</li> <li>2. Order uniform items</li> <li>3. Access contact information of fellow members / alumni</li> <li>4. Facilitate chats and blogs on national issues</li> <li>5. View <i>On Silver Wings</i></li> </ol>

<p><b>Region</b> – Make Region resources available to Chapters more easily.</p>	<ol style="list-style-type: none"> <li>1. Create area Region website that will act as a hub for the websites of all of the Chapters in the area</li> </ol>
<p><b>Chapter</b> – Maintain contact through technology with Region and national levels</p>	<ol style="list-style-type: none"> <li>1. Establish a webmaster position to create and maintain a Chapter website</li> <li>2. Chapter websites should contain             <ol style="list-style-type: none"> <li>a. An officer roster with contact information</li> <li>b. Information on the Chapter namesake</li> <li>c. Links to the National and Region websites</li> <li>d. A calendar of events with summaries and/or pictures</li> </ol> </li> </ol>

**A8-6. SERVICE**

<p><b>Service Hours</b></p>		
<p><b>Objectives</b></p>	<p><b>Goals</b></p>	<p><b>Measures/Targets</b></p>
<p>To embody the motto “Service Before Self”</p>	<p><b>National</b> – Inform all membership on the nature of our service</p>	<ol style="list-style-type: none"> <li>1. Inform the nation of the Chapters who lead the nation in service hours</li> <li>2. Actively promote the JNP and/or SNP and keep Chapters educated about it</li> </ol>
<p><b>Regional</b> – Increase Regional awareness of Silver Wings.</p>	<ol style="list-style-type: none"> <li>1. Publish public affairs information on service projects of all Chapters</li> <li>2. Distribute summaries of all Chapter service projects</li> </ol>	
<p><b>Chapter</b> – Increase community awareness of Silver Wings.</p>	<ol style="list-style-type: none"> <li>1. Actively seek out service opportunities</li> <li>2. Establish a Chapter officer, committee chair or appointee to develop and maintain service activities</li> <li>3. Keep regular contact with past service organizations</li> </ol>	