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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### SWM, SEPTEMBER 2022

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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 and Space 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, Space 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, now Silver Wings, 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 7th
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, the United States Space Force, and the Air and Space Forces 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 or United States Space 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 and Space Force issues and interests.
   2. SW Presidents are expected to 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 and Space 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 and Space Force officer training and commissioning programs. SW is afforded the opportunity to learn the similarities and differences between AFROTC and USAFA.
c. **Air and Space Forces Association (AFA):**
   1. The AFA is a national, independent, non-profit aerospace organization. The AFA address is:
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 and Space Forces 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 & Space Forces Association’s Aerospace Education Foundation (AEF) serves to enhance and promote educational programs.

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. Silver Wings members are considered associate members of AAS. AAS & SW share the following Joint Motto: “Honoring Heritage, Building Leaders, Impacting Lives.”

e. Arnold Air Society-Silver Wings (Angel Flight) Educational Fund: The Arnold Air Society-Silver Wings (Angel Flight) Educational Fund (ASEF) is the charitable/educational arm of AAS and SW.


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 seven classes of membership:

a. **Active Member in Good Standing:** Active members in good standing have completed candidate requirements (Ref. Para. 2-2) and must meet local Chapter requirements for active status. Finally, National, Regional, and Chapter dues payment must be current and paid prior to Region or National Conclave registration. (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 and cannot attend Regional or National Conclaves. Active members in good standing have both voice and vote in Chapter meetings, may hold office, and are entitled to wear the membership badge. Members of Silver Wings cannot also be active members of Arnold Air Society.

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 a 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. The period for inactive membership is typically one semester and membership dues still are required to be paid in full.
   
   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. **Candidate Membership:** Candidate members are those who have not yet completed the requirements for active membership (Ref. Para. 2-1.a). Candidate members pay all National, Regional, and Chapter dues. These members are entitled to participate in Chapter activities and attend conclaves. Candidate 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. Candidate 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.
Alumni Membership: All members in good standing who graduate are Silver Wings Alumni. Good standing means that seniors who are Spring graduates, but are part of the Fall dues renewal cycle, are required to pay their Fall dues to be considered Silver Wings Alumni. The same applies to Fall graduates and whose membership falls under the Spring dues renewal cycle. Alumni members will be kept informed about the organization over the years provided Arnold Air Society and Silver Wings has contact information. All graduating members are also encouraged to join organization Alum on Facebook at: https://www.facebook.com/groups/479147833031262/?ref=shar

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. It is not to be used for potentially active members who are unable to pay dues. 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.

Associate Membership: Members of Arnold Air Society will receive Associate Membership within Silver Wings upon payment of national Arnold Air Society dues.

2-2. CANDIDATE MEMBERSHIP TRAINING

a. Every Chapter Development Officer must guide their Candidate 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, United States Space 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 Parliamentary Procedures Workshop.
6. A one-day Arnold Air Society educational workshop on the history and operations of Arnold Air Society.
7. A community service event and/or leadership event that requires members host or attend a workshop that covers a leadership development topic such as team building, effective teams, leadership, management, followership, communication, etc. If choosing a community service event, a Candidate is chosen as a leader and 80% of the Candidate class must be present at the event.
8. A fundraising event. A Candidate is chosen as a leader and 80% of the Candidate class must be present at the event.
9. Plan a formal event. A committee of Candidates 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.

10. If the Candidate 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 Candidate class is 10 members or more, they are required to complete all three events.

11. 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.

12. The successful completion of the Candidate Members’ Test. The test, and criteria for passing, shall be distributed every year by National Staff.

b. Activating chapters are required to complete the Activating Candidate Member Training prior to submitting the chapter activation application to include the following:

1. A member orientation workshop hosted by the National Development Officer and Region President via video, where the history and objectives of Silver Wings are discussed.

2. A military workshop where a senior member of Arnold Air Society, AAS National Advisory Consultant, Detachment Cadre, Advisor or member of the US Air Force teach the history of Arnold Air Society, and basic military knowledge such as ranks, importance of the military, etc.

3. A Parliamentary Procedures workshop, conducted by the National Business Chair (NBC) via video.

4. Complete the Candidate Members Test
   a. The digital National Test is administered and scored by the National Development Officer to the chapter members. The National Development Officer determines the scoring needed to pass.

5. Pay Membership Dues
   a. As soon as the member passes the National Test, member is required to create an on-line account in Digital Cheetah using the URL provided by the Chapter President and pay dues.

c. New Candidate Members must be reported via SW Form 1. Access and guidance on completion of the Form 1 are provided by the National Senior Administrator. Candidate dues must be paid by 1 Dec for the Fall registration cycle and 1 May for Spring.

d. Silver Wings leadership at every level is responsible for safeguarding the safety, morale, and welfare of associates in training, providing them with a healthy learning environment based on dignity and respect. Abuse and hazing are inconsistent with Silver Wings values and will not be tolerated. Suspected incidents of abuse and hazing must be reported to the Chapter, Region and National Presidents and the National Advisory Consultants immediately. Abuse and Hazing are defined as practices with no reasonable connection toward a training objective and that involve recklessly or intentionally causing physical, emotional, psychological, or financial harm. 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.
e. Master copies of the SW Candidate Member’s Guide may be obtained on the national website at www.aas-sw.org.
f. Membership equipment, which is separate from dues, includes the SW pin for all members, and the SW membership ribbon and fourragere for cadet members. These items may be purchased via the AAS-SW website equipment store using a credit card.

2-3. RENEWAL OF MEMBERSHIP

NO LATER THAN 15 October (Fall Registration) OR 15 March (Spring Registration), The Chapter President or Secretary must:

a. Ensure each renewing 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 Candidates in the report.
c. Complete SW Form 2, the Chapter Officer Roster.
d. Complete SW Form 1 and SW Form 2 to the Executive Management Center NO LATER THAN 15 October (Fall Registration) OR 15 March (Spring Registration). It is preferred that this process be completed earlier than the suspense dates. The EMC highlights to the National Staff which Chapters are delinquent in meeting the established deadline for dues payments. 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, if one exists. Both the Chapter receiving the transferred member, and the Chapter transferring the member will note the transfer on each of their respective Form 1. A notation should be added on the Form 1 detailing the name of the former/new school, the name of the former/new Chapter, and the date of the transfer. 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 prerequisite 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, 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. 3-10. 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. The members of the Executive Board are listed in Para 7-1.

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. Standard 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
3-3. LEGISLATIVE BODIES
The legislative bodies 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 they have neglected their duty, or that they 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 their 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 Chapter. 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 their 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. 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. SILVER WINGS PLAYBOOK
The Silver Wings Playbook serves as a condensed, supplemental manual of the SWM used for finding important dates and information easily. It is to be reviewed and updated annually at the direction of the Executive Board of Directors. It can be found on the member side of the national website: aas-sw.org.

3-10. AAS-SW BOARD OF TRUSTEES (BOT)

a. Composition of Board of Trustees: The BOT consists of ten 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. 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.
   2. Trustee Emeritus status 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.

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).
Figure 3-1 Arnold Air Society & Silver Wings Organizational Chart
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 (NHQ) 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 NHQ for a second term. No Chapter may host the NHQ for more than two (2) consecutive years.

a. **Requirements:** The following are prerequisites to hosting NHQ:
   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: computers, duplicating facilities, and other office equipment necessary to function properly.
   4. Adequate personnel to staff the headquarters, including an advisor, must be available.
   5. That Silver Wings National Staff (excluding extended staff) must have a civilian majority.

b. **Intent to Bid:** Any Chapter intending to bid for NHQ must notify the Executive Director, present NHQ, and the National Business Chairman NOT LATER THAN 1 February of the year it 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 NHQ 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 NHQ 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 NHQ, 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 NHQ are offered from the floor, the National President and National Business Chair will nominate two Chapters to bid for the NHQ 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 Senior Administrator
- 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.

6. Confirming/rejecting the nominee for National Parliamentarian and approving the National Parliamentarian for NBC at the close of the last separate session at NATCON.

7. 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 Chapter and Regions.

8. Acting as the official representative of National SW to external groups.

9. Providing leadership for the organization on a national level.

10. Serving as the National HQ point of contact for the EMC, AAS, and National Advisory Consultants.

11. Oversight of key programs like Awards and Fall/Spring registration to ensure timely and correct execution.

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, and Special Headquarters (such as RCON, NATCON).

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. Managing and executing the National Awards Program to include coordination with AAS on the mandated Joint National Awards and submission of recipient names by specified deadline to the EMC.

7. Assisting the NATCON staff with the script involving SW National Awards to ensure the recipient name and award descriptions are correct.

8. Encouraging joint relations between SW, AAS, and AFA through activities or other means.

c. National Development Officer:

1. Managing in cooperation with the Region Presidents and National Sustainability Officer, 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
d. National Senior Administrator:
   1. Preparing for the transfer of all up-to-date materials of the NHQ immediately following the selection of the new NHQ. This transfer includes:
      (1) Files and logs from the previous two years.
      (2) Continuity manuals for each national officer.
      (3) Up-to-date listing of Chapters and Chapter status.
      (4) Region/National budgets from the previous two years.
      (5) Ledgers and financial books from the previous two years.
      (6) All resolutions passed at the National Conclave, with a copy provided to the National Advisory Consultant (NAC).
   2. Preparing and distributing National Conclave Minutes (Ref. 4-7c)
   3. Preparing and distributing National Staff and Executive Board meeting minutes.
   4. Preparing the National HQ Suspense Calendar for distribution in the Fall Packet. (Ref. Fig. 12-2).
   5. Administering Fall and Spring membership registration cycles in coordination with EMC.
   6. Track dues payments and membership numbers using the Form 1’s.
   7. Advising and coordinating with the National Sustainability Officer on Chapters who are found to be on conditional status due to civilian/cadet ratios or low membership numbers.
   8. Track Region and Chapter officer membership through the Form 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 NHQ’s expenses.
   3. Submitting at each meeting of the Executive Board, aided by the Executive Director, a financial status report of the organization.
   4. Coordinates with National Vice President on National Awards budget allocation with EMC
   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. Keep track of members who haven’t paid dues and reach out to chapters that are having difficulty with members paying. Communicate with members who did not pay their dues on time, and work with Region and Chapter Presidents to resolve any issues with dues.

9. Allocating financial resources to Region Presidents, in accordance with Para. 13-7.

10. Reviewing, revising, compiling and submitting the Region Projected, Revised, Interim, and Ending Financial Reports to the EMC NLT one week following the Region President deadlines for submission. Ref Para 13-8 and Fig 12-2 Permanent Suspense Calendar.

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 and National Staffs in the Wing Drive. These duties include:
      (1) In conjunction with the AAS National Director of Public Affairs, submissions will be no greater than 50 photos and 20 files each year to the public side of the Wing Drive (without approval of the AAS National Commander and SW National President).
      (2) All documents, files and photos will be submitted to the outgoing National Public Affairs Officer NO LATER THAN 15 days after NATCON (so content from NATCON is included).
      (3) Afterward, the outgoing National Public Affairs Officer will assess, screen, and upload all files NO LATER THAN 1 month after NATCON.
      (4) Create and submit a NATCON Public Relations Plan in partnership with the AAS and NATCON Public Affairs officers, to the SW National President, AAS National Commander, and NATCON Co- Commanders NO LATER THAN 15 October.
      (5) All necessary documentation from the BoT, EMC, NAC’s, or National Staff will be recorded yearly on the private side of the Wing Drive.

g. National Activities Officer:
   1. Coordinating, guiding, and dispensing information concerning the Joint National Project and the Silver Wings Signature National Project.
   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. 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. 6. Monitor active chapter status and activity through the Chapter Monthly Reports (CMRs) if there is no NSO.
7. Other duties as requested by the 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 and Space 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 NHQ 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 15 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 NHQ 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 outgoing 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 NHQ 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 will be published and distributed electronically. Distribution should include copies to all Active, Honorary, and Alumni members, the National Advisory Consultants for SW and AAS, Executive Management Center Staff Members, and Members of the Board of Trustees. It should also be posted on social media platforms.

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 ensure 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. AAS National Commander

h. SW National Advisory Consultant (and AAS National Advisory 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, they hold 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 the 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.

g. **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, they hold 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 their 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.


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 ensuring 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 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 NHQ 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 Senior Administrator 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 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 their 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 15 November 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 ensuring 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 their 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 Advisory 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 Advisory 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. Region Commanders and Region Presidents should nominate at least one member from the Region.

d. **Applicant Materials:** Applicant materials are outlined in AASMAN-1, Para. 8.13 and should be submitted NO LATER THAN **15 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.

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5-6. **NATIONAL SUSTAINABILITY OFFICER**

The National Sustainability Officer (NSO) is an optional position selected at the discretion of the incoming National Staff designated to assist the National Development Officer in their duties. It is encouraged that this position is filled by the previous National Development Officer, if possible.

a. **Duties:** This officer is responsible for monitoring Chapter and member retention and cadet to civilian ratios, as well as mandating Chapter and Region continuity guidelines.

b. **Funds:** Funding for the NSO is provided by the SW NHQ.

c. **Applicant Eligibility:** All applicants must be active members in good standing of a nationally affiliated SW Chapter that is also in good standing. It is highly encouraged applicants have experience on the regional or national level due to the unique demand of this position.

d. **Applicant Materials:** Each applicant must submit an application packet to the incoming SW National President no longer than two weeks after NATCON.

e. **Selection:** The newly elected National President along with the new National Staff will choose the NSO no later than one month after NATCON.
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
5041 Manchester Court
Granite Bay, CA 95746
mgmt.center@arnold-air.org

Current contact information including phone numbers is also available on the national website: www.aas-sw.org. Members are encouraged to contact the EMC via phone or email.

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. Senior Director: The Senior Director is hired by the Executive Director and is responsible for the functions assigned by the Executive Director. The Senior Director is the second of two part 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 Advisory 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 the 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. The ED/EMC also provides the National HQ a recap of each registration cycle to include the status of Chapters and a membership count by Region. The National Staff (SRA) has access to the Form 1 to identify members who have not paid dues.

b. Make recommendations on the formulation of national policies and assist with implementation of these policies.

c. Attend RCONs when necessary or beneficial and at the direction of the National President.

d. Assist with Chapter problems in coordination with the SW National President.

e. Make arrangements for the fall meeting of the Executive Board of Directors.

f. Assist/Direct NATCON staff in preparations for NATCON.

g. Serve as Secretary for the Board of Trustees.

h. Manage the EMC and distribution of membership equipment.

i. 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, insignia and other basic equipment items are kept in stock at the EMC. Chapters/headquarters may order these through the online equipment store found on the national website. Payment may be made by debit/credit card only.

b. SW Forms: All permanent SW forms contain a form number and date of the latest revision. Previous editions should be destroyed. All forms can be found on the national website’s SW File Library.

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: Membership rosters are maintained by Chapters through the website (AAS-SW.org) and also updated each registration cycle on the Form 1.

e. Unit Address Roster: After each National Conclave, the EMC updates the AAS-SW Unit Roster, which contains pertinent contact information for Chapters/Regions, Squadrons/Regions, AFROTC Detachments, National Headquarters, Board of Trustees and National Advisory Consultants. The roster is electronically sent to all National Staffs after the Fall Executive Boards for distribution to the AAS Region and SW Region Staffs.

f. Fall and Spring Registration Guidance: The EMC prepares and e-mails guidance for Fall and Spring registration cycles to both National Staffs by 30 September for distribution to all Chapters and Squadrons. Chapters failing to receive this packet by 30 September should promptly notify their appropriate National Staff and/or the EMC.

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. **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 December). The contractual authority for the costs of this review is vested in the Executive Director. In addition to the annual review, 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.

b. **IRS Requirements:** Silver Wings is approved as a 501(c)4 tax exempt organization from Federal Internal Revenue Service. The EMC retains the letter of exemption on file, and submits each Chapter’s Form 990N annually to the IRS to ensure the 501(c)4 status remains current.

c. **Other 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, and National Advisory 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 times other than the fall meeting or National Conclave via an electronic meeting. Business may be transacted as valid in an electronic meeting in accordance with the special meeting guidelines outlined in Section 9-12 c. of the SWM and the rules contained in the current edition of *Robert’s Rules of Order Newly Revised.*

a. The National President is the presiding officer at board meetings. However, they 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, 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 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 RCON 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.
12. Annual review and update of Silver Wings Playbook.
13. Presentation by SO on status of Chapters
14. Presentation by SRA about Fall registration process

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 Senior Administrator 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 they deem 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. The Joint Board should review, identify and correct inconsistencies in regards to joint procedures on an annual basis. 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 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 Advisory 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. 8-4c. Its decisions are final unless appealed in accordance with Para. 8-4d. 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 ensuring 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. 8-4b(3).
   6. It may combine resolutions of similar intent, to conserve the time of the General Assembly
      or Executive Board.
   7. It may postpone 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 SW National President and AAS National Commander are co-chairs. 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. 8-4d.

d. Bypassing the JRWMC: The JRWMC may be bypassed in the manner prescribed in Para. 8-4e 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 Advisory Consultants. The Executive Director and National Advisory 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 the 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 Advisory 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
NATCON dates will be restricted to four days and will include a full weekend. The AAS and SW NATCON are held in conjunction with each other, and will be held on any weekend between 20 March and 30 April.

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 composed 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, and 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.

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, the location of the conclave, dates of the conclave, names and number of hotels, names of prospective NATCON staff members, and the name of the host PAS. This resolution must be received by the Executive Director, AAS and SW National Headquarters and respective National Business Chairs 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 laid on the table 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 AAS/SW 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 Region HQ
   4. All Chapter and Squadrons
   5. SW/AAS National Advisory Consultants
   6. AAS/SW National Business Chairs
   7. NCOP
   8. Members of the Board of Trustees

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 Region 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. 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 and Space
      Forces 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 EMC 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
9-9. 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.

9-10. 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
9-11. 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 candidate members in good standing of a nationally affiliated active Chapter.  

**c. Special Meetings of the Board:**  
1. Special meetings are to be utilized by the Executive Board only at times outside of the regular meeting.  
2. The special meeting must be a video conference, and the system to be used will be determined by the National President or NBC.  
3. All voting and nonvoting members of the Board must be notified of the time, date, and content of the meeting 5 days prior and be allowed time for comment.  
4. Closed meetings may be called as determined by the National President in accordance with Section 7-2 b. of the SWM.  
5. The National President or 3 or more members of the Board may call a special meeting.  
6. The NBC must provide documentation of all resolutions and voting outcomes to the National Senior Administrator to be included in the minutes and all pertinent conclave handouts 15 days following the adjournment of the meeting.  
7. The resolutions considered must adhere to all guidelines outlined in the SWM and the current edition of Robert's Rules of Order Newly Revised pertaining to electronic voting and/or special meetings.  

**d. 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.  

**e. National President's Vote:** The SW National President is entitled to vote only in the case of a tie.  

**f. 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.
g. **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 3.
   1. Copies of the proxy must be sent to the appropriate Region President and NHQ 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.

h. **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.

i. **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.

j. **Legislation Passed by the Conclave:** Unless otherwise specified, all legislation passed by the National Conclave becomes effective when the Last Business Session concludes.

k. **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.

l. **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.

### 9-12. 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.

9-13. 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 the 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.

1. 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.

2. 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.

3. National Treasurer's Report: In accordance with Ch. 13.

4. 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.

h. Meetings of the Executive Board: Ref. Para. 7-4.d for required Spring agenda items for SW Executive Board Members.

9-14. 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).

9-15. MINUTES OF THE NATIONAL CONCLAVE

The minutes of the National Conclave are published and distributed under the direction of the incoming SW NHQ NOT LATER THAN thirty (30) days following the adjournment of the National Conclave. The outgoing National President and incoming NBC are responsible for ensuring 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 Advisory 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.

9-16. 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).

9-17. 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 Caucuses to discuss the resolutions submitted to the National
Conclave, and discuss other items of business as the Region deems necessary.

9-18. TRAVEL TO/FROM NATCON
Travel to/from NATCON is the responsibility of individual members/Chapters.

**Figure 9-1: 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.
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 the Region.

a. Chapters are grouped within geographic Regions for maximum communication and manageable administrative division.

b. Regions endeavor to correlate to AAS Regions, 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 Regions geographical boundaries when necessary to include a minimum number of Chapters within an administrative Region. However, such groupings must include entire AAS Regions (i.e. all of Region X and Region Y). This prevents a Chapter from being separated from its Squadron in 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 the 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:
   1. Region Treasurer
   2. Region Development Officer
   3. Region Secretary
   4. Region Activities Officer

d. Extended Region Staff:
   1. Region Public Affairs Officer
   2. Region Chief of Protocol
   3. Region Parliamentarian
   4. RCON 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 NHQ 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 RCOP program, in conjunction with the AAS Region Vice Commander.
   5. Coordinating activation, deactivation, and re-activation for Chapters in the Region, in conjunction with the SW National Development Officer.
   6. In conjunction with the Region Vice President, manage membership registration cycles and verification of membership dues payments with Chapter Presidents as requested by the National Senior Administrator.
   7. Coordinating the Region Awards Program.
   8. 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 RCOP program, in conjunction with the AAS Region Vice Commander.
   4. In conjunction with the Region President, manage membership registration cycles and verification of membership dues payments with Chapter Presidents as requested by the National Senior Administrator.
   5. In absence or resignation of the Region President, the Region Vice President shall assume the position.
c. Region Public Affairs Officer:
   1. Submits articles to the National Public Affairs Officer for publication in On Silver Wings.
   2. Publicizes Region events.
   3. Participates in Region events at NATCON.

d. Region Chief of Protocol: Ref. JPM-1.

e. RCON Co-Commander: Ref. Para. 10-14.

f. Region Parliamentarian:
   1. Taking SW attendance at joint and separate RCON business sessions.
   2. Calculating RCON quorum statistics.
   3. Distributing and processing RCON proxy vote forms.
   4. Ruling on points of order during RCON 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 RCON.
   7. Briefing the RCON SW General Assembly on parliamentary procedure or preparing a joint briefing with the AAS Region Parliamentarian for the Joint AAS-SW General Assembly.
   8. Aiding and assisting the AAS Region Parliamentarian at RCON 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 RCON 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. 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, they hold the rank of C/Maj. This officer cannot be a member of the host Chapters of an incoming Region HQ or RCON HQ.
   2. This officer is responsible for coordinating with the AAS/SW Region staff members to maintain a working website for the Region.
   3. This officer is required to report the status of the Region website to the National Webmaster on a monthly basis. Reports to the AAS Region CC and the Region President should be made as requested.
   4. The Region Webmaster should attend all 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 appointment 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 the 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


b. Bi-Annual Region Packet: The Bi-Annual Region Packet is due NO LATER THAN 30 days following last RCON and 15 February (Ref. Fig. 12-2) to the National President, EMC, and the SW National Advisory 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:
      a) 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.
      b) Chapter Email Address Reports: The Region President is responsible for compiling a current list of Chapter Presidents and their email addresses through the Google Suite
Application (Form 2). Each Region President should also forward interim changes to the EMC, National HQ, and the SW National Advisory Consultants as appropriate.

c) **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 fundraising 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.

SECTION B: REGION CONCLAVES

10-10. FUNCTION/POWER OF RCONS
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 Region CC and the SW RP are the co-presiding officers. In either of their absences, another AAS/SW Region representative, respectively, will assume their role.
   b. RCON Co-Commander (CC): The RCON 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 RCON CC must prepare an after-action report on all facets of the conclave, its operations, and finances. This report is sent to the EMC, Region HQ, Region President, and the succeeding RCON HQ NOT LATER THAN sixty (60) days following the conclave.
   c. Conclave Staff: The RCON CCs appoints RCON Staff members. This staff must include a Protocol Officer to handle RCOP duties if the position of RCOP is not filled. The RCOP cannot hold any other position in Silver Wings at any level without the permission of the National President (Ref. JPM-1 for RCOP duties at RCON).

10-12. SCHEDULING
Ref. AASMAN-1, 10.13. It is the policy of AAS to encourage Regions to hold two-day RCONS prior to December. Should an RCON HQ feel that it cannot comply; it must provide justification in its RCON Planning Package. SW Region Conclaves are held in conjunction with the respective AAS Region Conclaves.

10-13. BIDDING FOR RCON HQ
   a. Preliminary Requirements: Ref. AASMAN-1. Prior to presenting a bid for any conclave, the proposed SW and/or AAS RCON HQ must obtain approval from its PAS. Units may do this in conjunction with completing a preliminary RCON Planning Package (AASMAN-1, Atch. 4). Once a Chapter and/or AAS unit has been selected to host the RCON, it must submit the completed package to the EMC for critique NOT LATER THAN the end of the academic year prior to the proposed RCON and distribute copies as listed in the instructions. Units should make no contract or agreement with any hotels or other agency until the EMC critiques and returns the unit's planning package.
   b. Presentation of Bids: Bids may be presented at the Region Conclave or by mail, depending on the governing manual provisions or the responsible officer's discretion (AAS Region Commander and/or SW Region President). No bid may be accepted unless the proposed unit has a critiqued planning package.
10-14. RCON 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 Region 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 RCON 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 RCON 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 RCON protocol, RCON invitation lists, and RCON agendas. Note that Dining In and Dining Out formal events are not appropriate for RCON and that the Awards Banquet detailed in JPM-1 is required.

b. Ref. AASMAN-1, Atch 4 for the RCON Planning Package that must be submitted to EMC prior to signing contracts with the hotel or any other vendor.

c. The RCON HQ is responsible for distributing a proposed schedule of events to all AAS Squadrons and SW Chapters in the Region NLT than thirty (30) days prior to the conclave. The AAS Region 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 Region 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 RCON 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. RCON PROXY VOTING

Region manuals should details 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 RCON to ensure that business can be conducted.
FROM: Region President (name)  
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 Advisory Consultants
1. Each section should be written in paragraph format.

2. Section I - Region Operations. This section includes:

   A. Region Status to include:
      Region Conclave
      Region Awards Nominations
      Chapter Activation/Reactivation
      NATCON Preparation Future Bids for RCON HQ

   B. Revised Region Budgets

3. Section II - Chapter Evaluations. This section includes:

   A. 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.

   B. Chapter Contact Information
      Chapter President Name
      President’s Phone Number
      President’s 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.
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. A Chapter may include membership from cross-town schools pending approval by all associated universities. 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 and Space 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. Civilian (Non-AFROTC) 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 NHQ 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 NHQ. 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 or activating Chapter, 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 send to the activating Chapter the necessary documents and materials including a packet containing the National Manuals, Candidate Member’s Guide, and SW forms.
      2. The Region President attempts to assist the Squadron/activating Chapter, 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 NHQ and the EMC upon successful completion of the activating chapter candidate training outlined in Chapter 2-2b:

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. Sample templates may be made available by the National Development Officer upon request.

3. SW Form 2 (Officer Roster). This form is found as a Google Suite Application. If necessary, request access to the Google sheets.

4. SW Form 1 (Report of Membership). The Chapter roster must include the graduation year of each member, as well as an indication of the number of cadet members. This form is found as a Google Suite Application. If necessary, request access to the Google sheets.

5. SW Form 4 (Activation/Reactivation)

6. 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/reactivation is received, National HQ reviews the request and makes a recommendation to the EMC. The EMC then reviews and makes the final approval/disapproval. The National President notifies the following persons of its acceptance/rejection.

1. Requesting group’s Chapter President
2. Professor of Aerospace Studies (PAS) or advisor.
3. Appropriate SW Region President.

e. Acceptance of the Application: If the application for activation/reactivation is accepted, the SW National Development Officer or the EMC will provide the Chapter President guidance on creating on-line accounts for the new Chapter’s membership to pay dues. It is the Chapter President’s responsibility to monitor payment of dues by the deadline established by the EMC, usually 2 weeks from activation approval date. Once dues are paid, the EMC and other National Staff Members will notify the Chapter President. If membership equipment (certificates/badges) is ordered, the EMC sends to the Chapter President’s attention at the AFROTC Detachment.

1. Once the chapter has been formally activated by the SW NHQ and the EMC, the chapter must complete an event or project for each of the following within the first semester of activation:

   a. Professional Development

   b. Community Service and/or lead or attend a leadership seminar or workshop

   c. Fundraiser

2. Celebrate the hard work of forming and activating a chapter by holding a formal initiation for new Silver Wings members. Reference Attachment 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 (shall not apply to reactivations), the EMC prepares the Chapter’s charter. A defrayment fee covering the 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 EMC.

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 EMC by 15 October (Fall Registration) or 15 March (Spring Registration) 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 Candidate 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. During conditional status the chapter is not eligible to:
      a) Receive Regional or national awards during conditional status and may not
      b) Host any higher headquarters (National Staff, Conclave Staff, or Region Staff)
      c) Vote at any conclave
      d) Apply for any AAS-SW sponsored scholarships, internships or fellowships without National Staff concurrence. This decision will be based on the Chapter’s trackable progress towards attaining active status by October 10th of each year.
   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. 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 the 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 REACTIVATION

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.

b. Deactivation Process: Chapters that plan to deactivate are required to contact Regional and National staff two months prior to deactivation, so as to allow the staff to provide guidance and support to the Chapter. If the Chapter still wishes to deactivate after the two-month period, an official request is to be submitted to the National Development Officer, and National Sustainability Officer. Official request should include the Chapter's compliance with suggestions previously made by Regional and National staff as well as a statement of desire to deactivate. If deactivation is approved by NHQ, Chapter will submit current Chapter continuity to NHQ. Deactivated Chapters are not to continue as a campus organization under the name of “Silver Wings.” Membership insignia are not to be used 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. The National President will send a letter to the Professor of Aerospace Studies at the associated AFROTC detachment and University Administration.

c. 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. The Chapters who successfully abide by the deactivation process requirements (Ref. 11-6b) will be allowed to reactivate through a less rigorous process in the future, with the reactivating Candidate member classes less than 10 being required to complete only one of the mandatory events laid out in the SWM section 2-2 and the reactivating Candidate member classes of 10 or more being required to complete only two of the mandatory events laid out in the SWM Section 2-2.

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:

a. President
b. Vice President
c. Development Officer
d. Activities Officer
e. Secretary
f. 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. The Chapter president must serve for one full year term (two semesters). The frequency of elections for all other officers is at the discretion of the 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 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.
7. Provide input to the JRC through the National Vice President and promote joint relations with the Air & Space Forces Association at the local level.

c. Development Officer:
   1. Conducting a membership orientation workshop/program in accordance with the SWM which utilizes the SW Candidate 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 (email and website) if there is no Public Affairs Officer
   4. Provides the 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. Oversees 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:
   1. This position is strongly suggested for medium and large Chapters.
   2. Maintains the Chapter’s website.
   3. Coordinates publicity for the Chapter and its activities.
   4. Submits articles to Region Public Affairs Officer.
   5. Serves as the Chapter’s historian.

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 update/submit the SW Form 1 to the National Staff and the EMC by 15 Oct for Fall Registration, and by 15 April for Spring Registration (or by stipulated deadlines). If Candidate Members have not completed the required training by 15 Oct, the SW Form 1 must be updated and submitted within fifteen (15) days of recruiting Candidate members, but no later than 1 Dec (Fall Registration) or 1 May (Spring Registration). Guidance on the SW Form 1 will be distributed by the EMC and National Staff for each registration cycle (Spring and Fall).

   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 1 September for Fall cycle and by 1 February for Spring cycle.

   3. **SW Form 7A and Form 7B - Activity Report:** Each Chapter must submit one copy of the Form 7A online. 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 Monthly Report:** Each Chapter submits a SW Form 8 - Chapter Monthly Report each month to the NHQ, NO LATER THAN the third day of the following month for which is being reported.

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 Email:** Each Chapter is required to establish, maintain and use an email for the chapter’s business (example: schoolnamesilverwings@gmail.com), to be passed down to each Chapter President. Chapter email and password is to be maintained by the Chapter President and NHQ to ensure continuity.

g. **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 or the Region President 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 or Region President 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 SW National President and EMC Executive Assistant, 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 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.
11-14. FRONTIER CHAPTER

a. Definition: The Frontier Chapter is a nationwide virtual chapter composed of various local SW chapters consistently (more than one semester) held under conditional status for low membership numbers and/or activating chapters. The Frontier Chapter provides a platform for its members to rebuild their local SW chapter, or to acquire the tools to start a chapter at their own university.

b. Eligibility: The Frontier Chapter is for any SW member who is either 1. a member of a low-membership chapter on conditional status, or are 2. prospective members of an activating SW chapter.

   1. Conditional Chapters: Chapters who are under conditional status, as outlined in SWM 11-5, are subject to attend Frontier Chapter meetings and activities until the chapter is deemed eligible for Active Status by the NSO as outlined in SWM 11-5.a. The CP will report to the Frontier CP for all chapter-related activities and will report to the NSO for all conditional progress. Note: Chapters who are on conditional status due to not meeting the majority-civilian ratio criteria stated in SWM 11-5.a. are not eligible members for Frontier Chapter.

   2. Activating Chapters: Prospective SW members activating a SW chapter at their local University, may begin as members of the Frontier Chapter if they are unable to locate the required eight initial members to start their own chapter. Simultaneous to their chapter activation process as outlined in SWM 11-4, under the direction of the NDO, members will complete all candidacy requirements outlined in SWM 2-2 under the direction of the Frontier Chapter President. The activating students will select a prospective member as a point of contact, considered the President. The NDO will update this individual regarding chapter development progress throughout the semester. The local President will report to the Frontier CP for all chapter-related activities, and will report to the NDO for all development activities, until the chapter is fully activated.

c. Membership Benefits

   1. All Frontier Chapter members are eligible for the following as dues-paying members:
      1.1. Scholarships
      1.2. Internships
      1.3. Professional Development Programs
      1.4. Community Service Opportunities
      1.5. AFA Membership
      1.6. NATCON/local RCON Attendance
      1.7. Voting at NATCON

   2. Frontier Chapter members are not eligible for the following headquarters:
      2.1. National HQ
      2.2. NATCON HQ
      2.3. Special HQ
      2.4. RCON HQ
      2.5. Voting at RCON
2.6. Region HQ

d. National Assistant VP for Special Initiatives (Frontier Chapter President): The Frontier Chapter President, formally known as the National Assistant Vice President for Special Initiatives, is to be considered a member of the SW National Extended Staff, and also a SW Chapter President. The incoming National Assistant VP for Special Initiatives is to be appointed by the outgoing National Assistant VP, with consultation from the outgoing National President, following the same timeline as described for selecting the National Sustainability Officer (as described in SWM 5-6). The National Assistant VP for Special Initiatives will be selected using an application process. The Assistant VP is expected to attend meetings involving SW National Staff and Chapter Presidents, just as any other Extended Staff member or Chapter President would.

The National Assistant VP will also work and interface closely with the National Development Officer and National Sustainability Officer. Together, they will determine the status of chapters participating in the Frontier Chapter (whether in development/activating or on conditional).

e. Chapter operations: The Frontier Chapter shall function virtually for all meetings regarding candidacy and chapter affairs. Frontier Chapter members are invited to attend RCONs and NATCONs in person. Service projects and events can also be conducted virtually, together, or locally at each of the campuses involved.

1. Chapter positions: The Frontier Chapter holds the standard chapter level positions as any other chapter as described in SWM 11-8. Frontier Chapter-level positions will be voted upon at the direction of the Frontier Chapter President with member’s local chapter status under consideration (i.e. Chapters on conditional status who need to complete many steps in order to be taken off conditional status will be directed to focus their attention on those initiatives over chapter positions). Positions will be voted upon at the beginning of each academic semester, no later than the third Frontier Chapter meeting.

2. Candidacy: New members of chapters on conditional status and prospective members of newly developing chapters will participate in candidacy training. Candidates will meet all requirements of candidate membership training as described in SWM 2-2.

3. Projects: The Frontier Chapter Activities Officer will plan and execute community service events similarly to local activated chapters as described in SWM 1-1 and 1-2.
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  
   AIR FORCE ROTC DETACHMENT  
   UNIVERSITY OF AMERICA  
   ANY CITY, ANY STATE 00000

   (Chapter or HQ Name)  
   (Detachment Number)  
   (School)  
   (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.

e. Electronic Signature: Electronic communication for all members of SW when conducting official business should follow the format in the JPM and as shown below:

   //SIGNED//  
   JOHN A. DOE, Silver Wings  
   Chapter President  
   Capt. AB Chapter  
   AFROTC Detachment #025  
   University of America  
   (123) 456-7891  
   AB.America@silver-wings.org

   //SIGNED//  
   (INDIVIDUAL NAME, Silver Wings)  
   (Position in Silver Wings)  
   (Chapter Name)  
   (Detachment Number)  
   (School)  
   (Contact Number)  
   (Official Email Address)

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 the latest revision. Do not use a form that predates the current revision. 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: Payment for dues and equipment are made via debit or credit card on the AAS-SW website. 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 January and ending 31 December each year.

12-8. USAF/USSF 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 available for optional purchase by squadrons or chapters through the Equipment Store until the inventory is exhausted.

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. Available when one-time dues are paid online.

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. Available for optional purchase through the website equipment store.

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 and may be worn in lieu of silver by the following:
   1. Chapter Presidents
   2. Region Presidents
   3. National Staff Members (and Extended National Staff)
   4. National Honorary Presidents
   5. Special Headquarters Officers
   6. Members 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.

   Available for purchase in the website equipment store.

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. Available for purchase in the website equipment store.

c. Fourragere: The SW fourragere is a single loop, square weave, blue and silver multi-strand cord. Cadet members who are active members in good standing may wear this fourragere on the ROTC uniform in accordance with AFROTC regulations. The fourragere is to be worn with the white strand on the outer edges and blue strand on the inside. Proper placement of the fourragere is to follow AFROTC Dress and Appearance Instructions. Available for purchase in the website equipment store.

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. Available for purchase in the website equipment store.
12-12. SILVER WINGS DRESS CODE
Members attending business sessions at RCON and NATCON should adhere to the following standards:

a. Professional attire is required. This includes:

<table>
<thead>
<tr>
<th>MEN</th>
<th>WOMEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business suits:</td>
<td>Business suits/dresses:</td>
</tr>
<tr>
<td>Traditional two/three piece suit</td>
<td>Traditional two/three piece suit</td>
</tr>
<tr>
<td>Blazer with slacks</td>
<td>Blazer with slacks/kirts/dresses and top</td>
</tr>
<tr>
<td>Suit coat with slacks</td>
<td>Suit coat with slacks/kirts/dresses and top</td>
</tr>
<tr>
<td>Professional dress (&gt; 1” wide straps)</td>
<td>Professional dress (&gt; 1” wide straps)</td>
</tr>
<tr>
<td>Shirts:</td>
<td>Shirts:</td>
</tr>
<tr>
<td>Long-sleeve dress shirt</td>
<td>Blouse</td>
</tr>
<tr>
<td>Banded collar shirt</td>
<td>Button-down shirt</td>
</tr>
<tr>
<td></td>
<td>Sleeveless blouse (&gt;1” wide straps)</td>
</tr>
<tr>
<td>Bottoms:</td>
<td>anken blouse (&gt;1” wide straps)</td>
</tr>
<tr>
<td>Dress slacks/trousers</td>
<td>with blazer or suit coat</td>
</tr>
<tr>
<td>Footwear:</td>
<td>Footwear:</td>
</tr>
<tr>
<td>Dress shoes</td>
<td>Closed-toe pumps/heels</td>
</tr>
<tr>
<td>Loafers</td>
<td>Loafers</td>
</tr>
<tr>
<td></td>
<td>Sling-backs</td>
</tr>
<tr>
<td>Accessories:</td>
<td>Accessories:</td>
</tr>
<tr>
<td>Dress socks</td>
<td>Appropriate jewelry</td>
</tr>
<tr>
<td>Leather belt</td>
<td>Appropriate hosiery</td>
</tr>
<tr>
<td>Ties</td>
<td>Dress scarf</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>GENERAL RESTRICTIONS</th>
<th>MEN and WOMEN</th>
<th>WOMEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provocative or revealing articles</td>
<td>Flannel/fleece shirts</td>
<td>Halter or strapless tops</td>
</tr>
<tr>
<td>Excessively tight clothing</td>
<td>Denim (any color or style)</td>
<td>Tank or crop tops</td>
</tr>
<tr>
<td>Excessively baggy clothing</td>
<td>Sweat shirts or pants</td>
<td>Mini skirts</td>
</tr>
<tr>
<td>Excessive jewelry</td>
<td>Tops with excessive graphics</td>
<td>Sundresses</td>
</tr>
<tr>
<td>Open-toe shoe</td>
<td>T-shirts or polo shirts with collar</td>
<td>Stretch pants/leggings</td>
</tr>
<tr>
<td>Visual body piercing</td>
<td>Ear piercing greater than 2/ear Khakis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cargo pants</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Athletic shoes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Shorts (of any kind)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flip-flop sandals</td>
<td></td>
</tr>
</tbody>
</table>
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. SW members that are cadets may only wear the ‘Service Dress Pin’ while in service dress.

d. Professional business attire is required by all during conclave events. ROTC cadets in all military branches 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.
FIGURE 12-1: CURRENT FORMS LIST

<table>
<thead>
<tr>
<th>FORM #</th>
<th>NAME OF FORM</th>
<th>LATEST REVISION/SOURCE</th>
<th>PARA. REF.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Report of Membership</td>
<td>March 2015/aas-sw.org</td>
<td>11-11, 2-2</td>
</tr>
<tr>
<td>2</td>
<td>Officer Roster</td>
<td>April 2015/aas-sw.org</td>
<td>11-11</td>
</tr>
<tr>
<td>3</td>
<td>Proxy Vote Form</td>
<td>January 2015/aas-sw.org</td>
<td>9-12</td>
</tr>
<tr>
<td>4</td>
<td>Activation/Reactivation</td>
<td>May 2015/aas-sw.org</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Region President Appl.</td>
<td>September 2005/ aas-sw.org</td>
<td>10-9</td>
</tr>
<tr>
<td>6</td>
<td>Region Public Affairs Officer Appl.</td>
<td>September 2003/ aas-sw.org</td>
<td>10-9</td>
</tr>
<tr>
<td>7A</td>
<td>Activity Report Form A</td>
<td>May 2015/aas-sw.org</td>
<td>11-11</td>
</tr>
<tr>
<td>7B</td>
<td>Activity Report Form B</td>
<td>May 2015/aas-sw.org</td>
<td>11-11</td>
</tr>
<tr>
<td>8</td>
<td>Chapter Monthly Report</td>
<td>April 2017/ aas-sw.org</td>
<td>11-11</td>
</tr>
<tr>
<td>12</td>
<td>National Parliamentarian Appl.</td>
<td>September 1998/ aas-sw.org</td>
<td>5-3</td>
</tr>
<tr>
<td>13</td>
<td>Region Parliamentarian Appl.</td>
<td>September 1998/ aas-sw.org</td>
<td>10-9</td>
</tr>
<tr>
<td>18</td>
<td>Chapter Award Nom. Cover Page</td>
<td>May 2015/ aas-sw.org</td>
<td>Ch. 14</td>
</tr>
<tr>
<td>20</td>
<td>National Individual Award Nom.</td>
<td>May 2015/ aas-sw.org</td>
<td>Ch. 14</td>
</tr>
<tr>
<td>21</td>
<td>Award Endorsement Page</td>
<td>January 2015/ aas-sw.org</td>
<td>Ch. 14</td>
</tr>
<tr>
<td>COP-1</td>
<td>NCOP Application</td>
<td>September 1999/JPM-1</td>
<td>JPM-1</td>
</tr>
<tr>
<td>COP-2</td>
<td>RCOP Profile Form</td>
<td>September 1999/JPM-1</td>
<td>JPM-1</td>
</tr>
<tr>
<td>COP-3</td>
<td>Protocol Project Report Form</td>
<td>September 1999/JPM-1</td>
<td>JPM-1</td>
</tr>
<tr>
<td>COP-5</td>
<td>RCOP Application Form</td>
<td>September 1999/JPM-1</td>
<td>JPM-1</td>
</tr>
</tbody>
</table>

FIGURE 12-2: PERMANENT SUSPENSE CALENDAR

<table>
<thead>
<tr>
<th>DATE</th>
<th>ITEM</th>
<th>SEND TO</th>
<th>SEND FROM</th>
<th>FORM/FIG#</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date/Time</td>
<td>Event Description</td>
<td>Responsible Entity</td>
<td>Form Ref.</td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>---------------------------</td>
<td></td>
</tr>
<tr>
<td>3rd of the Month</td>
<td>Chapter Monthly Report -NHQ -Chapters</td>
<td>Form 8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>01 Aug</td>
<td>Projected Region Budget -NHQ/EMC -Region President</td>
<td>Fig 13-1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 Sep</td>
<td>Fall Registration Memo All Units EMC N/A</td>
<td>form 8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 weeks before RCON</td>
<td>RCON Proxy Vote Request Region Parliamentarian/Region President Chapters</td>
<td>Form 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Oct</td>
<td>-Fall Packet -Report of Membership &amp; Dues -All Units -National HQ -N/A</td>
<td>Form 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Sept</td>
<td>-Officer Roster -NHQ -All Chapters -Form 2</td>
<td>Form 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 Days Following last RCON</td>
<td>-Bi-Annual Region Packet -Nat’l HQ/EMC/SW NAC -Region President -Fg. 10-1, 10-2, Fig 13-1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Nov</td>
<td>-Activity Report #1 -Newsletter Articles -Nat’l Parl. Appl. -Region President /NHQ/NAC -NHQ -NBC, NHQ, EMC -Form 7A (online submission) -N/A -Form 12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>01 Dec</td>
<td>-Region Int. Financial -Ext. Nat. Staff/Spec. HQ Report #1 -Award Sponsorship -NHQ/EMC -NHQ -EMC -Region President -N/A -Any Member -Any Member</td>
<td>-Fig 13-1 -N/A -N/A -N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Jan</td>
<td>-Newsletter Articles -NATCON Agenda -Ext Nat Staff Rpt #1 -NHQ -EMC -NHQ/EMC -Any Member -Nat’l Pres. -NCOP/Webmaster -N/A -N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>01 Feb</td>
<td>-Awards Packets -Intent to Bid-Nat HQ -Pre-NATCON Pkt. -Region President /NHQ/EMC/NBC -All Units -Chapters -Chapters -National HQ -Form 19-20 -Fig 9-1 -N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Feb</td>
<td>-Bi-Annual Region Packet -Newsletter Articles -Activity Report #2 -Officer Roster -Nat’l Webmaster Appl. -Nat’l HQ/EMC/SW NAC -NHQ -RP/NHQ -NHQ -AAS/SW NHQ -Region President -N/A -All Chapters/Members -Chapters -All Chapters -Any Member -Fig 10-1, 10-2, Fig 13-1 -N/A -Form 7A -Form 2 -N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>45 Days Before NATCON</td>
<td>Awards Packets NHQ Region President -Form 7A, 19-20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>01 Mar</td>
<td>Ext.Nat.Staff/Spec. HQ NHQ NBC/NCOP/Web Master N/A</td>
<td>form 8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 weeks before NATCON</td>
<td>NATCON Proxy Vote Request NHQ/NBC/Region President Chapters</td>
<td>Form 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 or 15 Mar</td>
<td>Region Ending Fin. Rpt. New NHQ/EMC Outgoing Region President Fig 13-1</td>
<td>Form 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 May</td>
<td>Rpt of Membership &amp; Dues New NHQ All Chapters &amp; Members Form 1</td>
<td>Form 1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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 (or other headquarters) that EMC 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. National Dues: Annual dues are paid by individual members online at the time of initiation and/or in the Fall (October) or Spring (March/April) 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 NHQ 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 EMC’s Fall and Spring Registration guidance.

      3. Dues must be paid online by each new and renewing member and the Form 1 updated by the stipulated deadline for each registration cycle.

13-4. NATIONAL FINANCES
   a. National Headquarters Operating Budget: The National HQ operating budget is 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, National Sustainability Officer, 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) 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:
NBC, Webmaster and National Parliamentarian Registration to NATCON. The NATCON HQ does not charge a registration fee for the NBC, Webmaster or the National Parliamentarian.

b) NBC, Webmaster, and National Parliamentarian Hotel Fees for NATCON. The NATCON HQ budget pays room fees for the NBC, Webmaster, 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 EMC.

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 NHQ, 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 EMC 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. Fundraising/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 for review and revision to the National Treasurer by 1 August. Ref. Para. 10-8. This budget should include estimates on expenditures and income for the year. 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. This budget should be a final revision of the Projected Region Budget, and should govern expenditures for the covered year. 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. Comments included in the report should include explanation of any income deficit, explanation of expenses exceeding the budgeted amount, and general comments on the financial state of the region. Use the format shown in Figure 13-1.

d. Ending Financial Report: An Ending Financial Report must be submitted to the new National Treasurer NOT LATER THAN 31 March (15 March if NATCON falls on/before 1 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 13-1.

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 format shown in Figure 13-1 to complete these reporting requirements.
### FIGURE 13-1: SAMPLE PROJECTED BUDGET

<table>
<thead>
<tr>
<th>INCOME</th>
<th>EXPECTED</th>
<th>ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance Forward</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Dues</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Allotments</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>University Support</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Fundraisers</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>a.</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>b.</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>BUDGETED</th>
<th>DISBURSED</th>
<th>UNDISBURSED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Awards</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Travel</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Region Conclave</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>NATCON</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Postage</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Scholarships</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

**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 the number of active Chapters on which request is based (name Chapters and give university affiliation). This is a list of expected budget items and more line items can be added as necessary.
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
The EMC invoices sponsors in October, at the beginning of the two-year contract. Sponsorship funds must be provided, payable to EMC, NO LATER THAN 1 December of the year of which they are invoiced. 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 $100 for a two-year sponsorship 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 submitted to National Staff no later than 45 days prior to NATCON; the deadline may be adjusted by National Staff.

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.

e. Zero Submission Protocol: In the event of an award receiving no valid submission packets, the recipient will be chosen by the National HQ Staff with input from EMC and the NAC team. In the event no deserving recipient can be identified, the award will not be presented for that year.
<table>
<thead>
<tr>
<th>CATEGORY OF MATERIAL</th>
<th>RANGE OF POINTS AWARDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL INFORMATION/ACTIVITIES</td>
<td></td>
</tr>
<tr>
<td>a. Cumulative GPA</td>
<td>0-4</td>
</tr>
<tr>
<td>b. Activities</td>
<td>0-3 each</td>
</tr>
<tr>
<td>1. SW/AAS/Cadet Corps</td>
<td>0-4</td>
</tr>
<tr>
<td>2. Campus/Community (Exclude SW)</td>
<td>0-5 each</td>
</tr>
<tr>
<td>ENDORSEMENTS</td>
<td></td>
</tr>
</tbody>
</table>

**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. Dianne O'Malley Award - Awarded by the AFA.

b. Lt. General George Muellner 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 electronic vote before the National Conclave or Fall Executive Board Meeting.

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

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. Dr. Dunbar is a former Commander, Angel Flight, Detachment 910; Retired NASA Astronaut with five Space Shuttle missions; a 2013 inductee into the Astronaut Hall of Fame; engineer and educator who is presently with Texas A&M College of Engineering Experiment Station Distinguished Research Professor in the Department of Aerospace Engineering; and a
former member of the AAS-SW Board of Trustees. The award is funded by the 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. The award is named for Monica Browning- former SW NBC, National Advisory Consultant, and Board of Trustees member. The award is funded by the National Staff.

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 award commemorates the late Ms. Cavin, past National Archives Commander, who was a dedicated member and exemplary officer of the Colonel Rick Husband Chapter. The award is funded by the William H. Pitsenbarger Chapter at Clarkson University.

a. Nominations: Each Chapter President may nominate one officer. Application packets must include:
   1. Individual Award Nomination Form (SWForm 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. The award is funded by the EMC.

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 named for General Springer, past Executive Director of AAS and SW. The award is funded by the EMC.
   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/USSF 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 DIANE 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, USAF, and USSF. The recipient is the SW member who best fulfills the SW image, in memory of the late Diane F. O’Malley. The award is funded by the AFA.
   a. Selection Committee: The selection committee for this award is composed of the SW National Staff and EMC. The EMC is responsible for confirming the recipient's name to AFA for award procurement.
   b. Nomination: Chapters may submit one nominee to their Region for consideration; each Region then selects one nominee for submission to SW National Staff. The Executive Director may nominate any qualified members of the National Staff. Nomination is in the form of a no more than 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 recipient is selected 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, the USSF, 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 no 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. The award is funded by the National Staff.

- Nomination: All SW NHQ 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.
- 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 & Space Forces 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 former Board of Trustees Member. The award is funded by the Lt Col Paul S. Gillespie Sr. Chapter at Auburn University.

- Nomination: Each Chapter and Region President may nominate one AFA member. Application packets must 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.
- 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.

**14-15. THE MARIANNE TANGO WILLIAMS AWARD FOR EXCELLENCE IN LEADERSHIP**

At each year's NATCON, this award may be presented to the AAS National Commander, SW National President, NATCON HQ Commanders (AAS and SW, if applicable), and a National Staff/Extended National Staff member in recognition of exemplary leadership and service to both organizations. This award is named in honor of Mrs. Marianne Tango Williams, an Arnold Air Society alumna who is serving as Senior Director of Arnold Air Society and Silver Wings, and is an exceptional mentor, role model, and leader who has selflessly devoted herself to our organization. The plaques are purchased and engraved under the direction of the EMC.

**14-16. LT. COLONEL PAUL S. GILLESPIE AWARD**

The Lt Colonel Paul S. Gillespie Award is presented to the AAS cadet who greatly aided in the activation of a Silver Wings Chapter. This award is sponsored by National Advisory Consultant, Tate Fall.

- Nomination: All AAS Cadets are eligible. No formal nomination is required.
- Selection: Selected by the National President & National Development Officer.

**14-17. COLONEL JAMES DAVIS AWARD**

The Colonel James Davis Award is presented to the AAS Joint Relations Officer or SW member that had the highest impact on joint relations in support of the Arnold Air Society, Silver Wings, and the Air and Space Forces Association, and that furthers the joint efforts of the organizations on a local level. The award is named for Colonel James Davis, former Chief of Operations (J3) of the US Forces Joint Staff and was instrumental in the realignment of relationships between the US military forces in Japan and the
government of Japan for the post-Vietnam era.

a. Nomination: All AAS Joint Relations Officers and SW members are eligible. Nomination packet should include:
   1. SW Form 20 or AASF901
   2. Letter of endorsement by AFA member (optional)

b. Selection. Selected by the SW and AAS National HQ Staff. Criteria for evaluation includes:
   1. Support of AAS, SW, and the AFA

14-18. LT. GENERAL DONALD L. PETERSON AWARD
The Lt. Gen. Donald L Peterson Award is presented to the Region Chief of Protocol that exceeds expectations of the RCOP’s duties as outlined in the JPM-1 while supporting the efforts of Arnold Air Society, Silver Wings, and the AFA, and that furthers the joint efforts of the organizations on an area level. The award is named for Lt. Gen. Donald L. Peterson, an influential member of the AFA in working on relations between Arnold Air Society and Silver Wings.

a. Nomination. All Region Chiefs of Protocol are eligible. Nomination packets should be completed by the Region Commander and Region President and sent to the NCOP. Nominations should include:
   1. Award Endorsement Page (SW Form 20) filled out by Region Commander and Region President.
   2. All COP Form 3s completed in the year. See JPM-1 Attachment 1, Figure A1-3.
   3. (Optional) Letter of Endorsement by AFA member.

b. Selection. Selected by the National Chief of Protocol. Criteria includes evaluation of the information presented in the nomination packet and any contact the National and Regional Staff has had with the nominee.

SECTION C: NATIONAL AWARDS FOR CHAPTERS
14-19. DENNIS H. SATTLER OUTSTANDING CHAPTER AWARD
The award is given to the outstanding Chapter for overall outstanding performance. The award is funded by the Dennis H. Sattler Chapter at Clemson 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.

14-20. ANDERSON TROPHY
This award is presented to the SW Chapter which best furthers the stated objectives of its AAS Squadron. The Arnold Air Society nominates and selects the winner of this award (Ref. AASMAN-1 for details).
14-21. KENNETH J. SNEDDEN AWARD
This award is presented to the AAS Squadron that best assists and aids the furthering of its Chapter's stated objectives. The award is funded by the Kenneth J. Snedden Chapter at Mississippi State University.
   a. Nomination: Each Chapter may nominate its Squadron. Application packets must include:
      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 (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.

14-22. 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 award is funded by the Hickam Chapter at University of Hawaii-Manoa.
   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 the number of new members recruited and percent growth in Chapter membership.

14-23. 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 award is funded by SW Region X.
   a. Nomination: Each Chapter may nominate one AFA Chapter. Application packets must 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 the 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.

14-24. THE EAGLE AWARD
The Eagle Award is presented to the AAS squadron and SW chapter, not necessarily at the same university, with the best project or series of projects related to an environmental cause. The award is funded by the Eagle Squadron from the University of Puerto Rico - Rio Piedras Campus.
a. Nomination: Each Chapter may nominate one Silver Wings Chapter. Application packets must
include:
   1. Endorsement from the SW Chapter President, using SW Form 20.
   2. Endorsement from the SW Chapter Advisor, using SW Form 20.
   3. 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.

14-25. 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 NHQ 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 and are not permanent SW Awards.

SECTION D: NATIONAL JOINT AWARDS FOR SQUADRONS AND CHAPTERS
14-26. CICCOLI JOINT OPERATIONS AWARD
The award is presented to the AAS Squadron and SW Chapter at the same university 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 award is funded by the Dotsie Stewart
Chapter at Michigan Technology University.
   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.

14-27. THE AFA LT GEN GEORGE MUELLNER AWARD
This award recognizes the AAS Squadron and SW Chapter who best jointly display ability, effort, and
enthusiasm in supporting their local AFA chapter(s). The award consists of a permanent plaque and
National level award ribbon. The award is funded by the AFA.
   a. Nomination. All Chapters and Squadrons in good standing are eligible. Nominations are to be
      submitted to AAS National Staff. Squadron submissions for the award should follow the policies
      outlined in the AASMAN. Application packets must include:
      1. Chapter Award Nomination Cover Page (SW Form 18).
      2. An endorsement letter from the Chapter (SW Form 20).
      3. An endorsement from the local AFA chapter President.
   b. Selection: Selected by the AAS and SW National Staffs. Selection criteria include the type,
      magnitude, effectiveness, and number of projects accomplished by the SW Chapter and AAS
      Squadron in conjunction with the local AFA Chapter(s).

14-28. THE FREEDOM CUP
This award, currently sponsored by the Robert P. Halloran SQ at Syracuse University, recognizes the
Chapter and SQ that best supports the POW/MIA Awareness Program at the same university. Selection of the recipient will be coordinated with AAS National HQ Staff.

a. Projects: The award will be evaluated on creativity of the projects and/or magnitude of projects for POW/MIA support. Submit an SW Form 18 discussing the projects.

b. Publicity and Community Impact: The award will also be examined on the publicity generated by the project. Submit a maximum of two articles from a local news source or campus newspaper.

14-29. THE ANDREW D. TURNER AWARD
Sponsored by the Turner SQ of Howard University, the Turner Award is presented to the Chapter and SQ that best accomplishes the Joint National Project of AAS-SW. The award consists of a permanent plaque. Selection of the recipient will be coordinated with the AAS National HQ Staff.

a. Projects: The magnitude and originality of projects will be judged through an evaluation of an SW Form 18 and SW Form 20.

b. Planning: In the SW Form 18, describe examples of joint cooperation, how the projects related to the Joint National Project, what types of planning went into the projects, and how the projects were eventually accomplished.

c. Results: The activities officer will submit a list of projects on the SW Form 18.

SECTION E: NATIONAL AWARDS FOR HIGHER HEADQUARTERS
14-30. CAPTAIN JOEL C. GENTZ MEMORIAL AWARD
The Capt Joel C. Gentz Memorial Award is presented to the Region Conclave Staff that exceeds expectations of an RCON Staff’s duties as outlined in the RCON Planning Package while furthering the joint efforts of the organizations at the 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 been commissioned from AFROTC and who 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 funded by AAS Region X Headquarters.

a. Criteria:
   1. The on-time and accurate submission of an RCON Planning Package and proposed budget.
   2. Effective communication with both AAS & SW Regions, National Headquarters, and the Executive Management Center.
   3. Team cohesion between Arnold Air Society and Silver Wings RCON staff members.
   4. Quorum of both the Regions 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 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 of AAS-SW National Staff members who attended the RCONs and any contact the National Staff has had with the nominees.

SECTION F: OTHER AWARDS

14-31. REGION AWARDS
The individual Regions decide on Region Awards. Specifications must be included in the respective Region Manual.

14-31. 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.

14-32. 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.

14-33. ARNOLD AIR SOCIETY & SILVER WINGS AEROSPACE AWARD
The Arnold Air Society & Silver Wings Aerospace Award is presented to an individual or organization who supports the mission of Arnold Air Society & Silver Wings and has displayed a commitment and has demonstrated advances in air and space power over the previous year.

a. Funding: The award is fully funded by the AAS/SW Board of Trustees.
b. Selection: The recipient is chosen by the AAS & SW National Staffs in consultation with the National Advisory Consultants and Executive Management Center.
c. Frequency: The award is not given more than once annually and is not required to be awarded if the AAS & SW National Staffs do not believe an individual or organization is not deserving. If possible, the award will be presented to a representative local to the National Conclave site.
d. Nomination: Any member of the AAS/SW Joint Executive Board of Directors may nominate an individual or organization for this honor. Nominations are submitted to the National President and Commander and must include justification.
e. Selection: The National President and Commander recommends a recipient to the voting members of the AAS/SW Joint Executive Board of Directors. The Board approves the nomination at its fall meeting or by electronic vote prior to the National Conclave or Fall Executive Board Meeting.
SILVER WINGS NATIONAL MANUAL (SWM)

ATTACHMENTS
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 Candidate Members into the national organization of Silver Wings. Present Candidate Members honorably to the Chapter. Know your Candidate Members by name. Publicize date, time, and location of ceremony for the 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 the 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, the United States Air Force, and the United States Space 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 & Space Forces Association, the Air Force ROTC, the United States Air Force, the United States Space 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."

*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 Candidate 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 the 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 Regions and National contacts and comply with their requests, to promote community interest in the Arnold Air Society, Air Force ROTC, the United States Air Force, and the United States Space 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 (officer name) the 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, the United States Space 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 (Chapter name) Silver Wings, I now proclaim the Officers of this organization duly installed and the (Chapter 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: 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, Fundraising 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, AFARelations.
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 5: 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 RCON HQ
A9 Correspondence to/from NATCON
A10 Intent of Bid for Higher HQ (RCON, 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

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 RCON 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 Alumni Association Information Forms
   D16f Region Forms
   D16g Chapter Forms
   D16h 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 Newsletters
F7 Chapter/Squadron/Corps Newsletters
F8 AFROTC Leader
F9 Membership Training Program
F10 Candidate 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 6: SW ACCOUNTING GUIDELINES

A6-1. 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.

A6-2. 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. Fundraisers. 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.

A6-3. 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.

A6-4. 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.
   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.

A6-5. 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 the 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.

A6-6. 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 the 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.

A6-7. 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.
### Figure A6-1: RECEIPTS JOURNAL
CAPTAIN FRANK S. HAGAN CHAPTER RECEIPTS JOURNAL APRIL 2019 - APRIL 2020

<table>
<thead>
<tr>
<th>DATE</th>
<th>TRANSACTION</th>
<th>DEPOSIT AMOUNT</th>
<th>ACCOUNT BALANCE</th>
</tr>
</thead>
</table>
| 9/25 | RCON Registration (Johns)  
$101.45  
Donation (Smith Family)  
$55.00 | $156.45 | $312.45 |
| 10/25 | Fall Fundraiser (Aim High)  
$90.00  
University Sponsorship  
$250.00 | $340.00 | $652.45 |

### Figure A6-2: DISBURSEMENTS JOURNAL
CAPTAIN FRANK S. HAGAN CHAPTER DISBURSEMENTS JOURNAL APRIL 2019 - APRIL 2020

<table>
<thead>
<tr>
<th>DATE</th>
<th>TRANSACTION / LEDGER ACCT.</th>
<th>CHECK #</th>
<th>AMOUNT</th>
<th>TOTAL</th>
</tr>
</thead>
</table>
| 10/25 | EMC / 301  
-Equipment | 1534 | $180.00 | $180.00 |
| 10/27 | NATCON Registration/ 406  
-Registration for Smith, J. | 1535 | $101.45 | $281.45 |
| 11/02 | Gilder, S. / 104  
-Reimbursement for Stamps | 1536 | $29.00 | $310.45 |
### Running Balance Ledger

#### CAPTAIN FRANK S. HAGAN CHAPTER

**Running Balance Ledger**

**April 2019 - April 2020**

<table>
<thead>
<tr>
<th>Date</th>
<th>Transaction</th>
<th>Check #</th>
<th>Deposits</th>
<th>Expenses</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/25</td>
<td>DEPOSIT: RCON Registration (Johns)</td>
<td></td>
<td>$156.45</td>
<td></td>
<td>$312.45</td>
</tr>
<tr>
<td></td>
<td>- Donation (Smith Family)</td>
<td></td>
<td></td>
<td>$101.45</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Donation (Smith Family)</td>
<td></td>
<td></td>
<td>$55.00</td>
<td></td>
</tr>
<tr>
<td>10/25</td>
<td>EXPENSE: EMC / 301</td>
<td>1534</td>
<td></td>
<td>($180.00)</td>
<td>$132.45</td>
</tr>
<tr>
<td></td>
<td>- Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10/25</td>
<td>DEPOSIT: Fall Fundraiser (Aim High)</td>
<td></td>
<td>$340.00</td>
<td></td>
<td>$472.45</td>
</tr>
<tr>
<td></td>
<td>- University Sponsorship</td>
<td></td>
<td></td>
<td>$90.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- University Sponsorship</td>
<td></td>
<td></td>
<td>$250.00</td>
<td></td>
</tr>
<tr>
<td>10/27</td>
<td>EXPENSE: NATCON Registration/ 406</td>
<td>1535</td>
<td></td>
<td>($101.45)</td>
<td>$371.00</td>
</tr>
<tr>
<td></td>
<td>- Registration for Smith, J.</td>
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<td></td>
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</tr>
<tr>
<td>11/02</td>
<td>EXPENSE: Gilder, S. / 104</td>
<td>1536</td>
<td></td>
<td>($29.00)</td>
<td>$342.00</td>
</tr>
<tr>
<td></td>
<td>- Reimbursement for Stamps</td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
CAPTAIN FRANK S. HAGAN CHAPTER
LIST OF ACCOUNTS

<table>
<thead>
<tr>
<th>ACCOUNT NAME</th>
<th>ACCOUNT #</th>
</tr>
</thead>
<tbody>
<tr>
<td>President's Budget</td>
<td>101</td>
</tr>
<tr>
<td>Vice President's Budget</td>
<td>102</td>
</tr>
<tr>
<td>Activity Officer’s Budget</td>
<td>103</td>
</tr>
<tr>
<td>Secretary’s Budget</td>
<td>104</td>
</tr>
<tr>
<td>Community Service</td>
<td>201</td>
</tr>
<tr>
<td>Activities</td>
<td>202</td>
</tr>
<tr>
<td>Fundraising</td>
<td>203</td>
</tr>
<tr>
<td>Chapter Equipment</td>
<td>301</td>
</tr>
<tr>
<td>RCON</td>
<td>401</td>
</tr>
<tr>
<td>NATCON-Registration</td>
<td>406</td>
</tr>
<tr>
<td>NATCON-Travel</td>
<td>407</td>
</tr>
</tbody>
</table>

EXPENSE ACCOUNT LEDGER
SECRETARY
ACCOUNT #104

<table>
<thead>
<tr>
<th>DATE</th>
<th>TRANSACTION</th>
<th>AMOUNT</th>
<th>BUDGET BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget Allotment</td>
<td>$100.00</td>
<td></td>
</tr>
<tr>
<td>9/25</td>
<td>Cardstock &amp; Envelopes</td>
<td>$25.00</td>
<td>$75.00</td>
</tr>
<tr>
<td>9/30</td>
<td>Postage</td>
<td>$29.00</td>
<td>$46.00</td>
</tr>
</tbody>
</table>
### INCOME ACCOUNT LEDGER

**FUNDRAISING**  
**ACCOUNT # 203**

<table>
<thead>
<tr>
<th>DATE</th>
<th>TRANSACTION</th>
<th>DEBIT</th>
<th>CREDIT</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/25</td>
<td>-Donation (Smith Family)</td>
<td>$55.00</td>
<td>$55.00</td>
<td></td>
</tr>
<tr>
<td>10/25</td>
<td>-Fall Fundraiser (Aim High)</td>
<td>$90.00</td>
<td>$145.00</td>
<td></td>
</tr>
<tr>
<td>10/25</td>
<td>-University Sponsorship</td>
<td>$250.00</td>
<td></td>
<td>$395.00</td>
</tr>
</tbody>
</table>
Figure A6-6: REIMBURSEMENT FORM

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_______________________________________

(Treasurer Use Only)

DATE OF ACTION ________________

APPROVED_______ DISAPPROVED_______

CHECK NO._______ AMOUNT ______

COMMENTS____________________________________________________

_______________________________________________________________

________________________               ________________________
(President Signature)                             (Treasurer Signature)
Figure A6-7: CHECK REQUEST FORM

CHECK REQUEST

DATE

AMOUNT $ 

PAYEE 

PAYEE ADDRESS 

PURPOSE 

__________________________________________________________

__________________________________________________________

PRESIDENT APPROVAL ____________________________

(Treasurer use only)

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SW Vision 2025

“TO SERVE THOSE WHO SERVE US, TO PARTNER WITH THE AIR & SPACE FORCES ASSOCIATION AND ARNOLD AIR SOCIETY, AND TO IMPACT AND INVEST IN OUR CAMPUSES, COMMUNITIES, AND OUR NATION BY DEVELOPING HONORABLE CITIZENS INTO INNOVATIVE LEADERS.”

SECTION 1: MISSION AND IMAGE:
- OBJECTIVES:
  - CHAPTERS ARE UNITED BY A COMMON VISION AND ARE WORKING TOWARDS STRENGTHENING THE NATION BY WORKING IN THEIR LOCAL CHAPTER
  - CHAPTERS PUT FORTH AN IMAGE OF A COMMON GOAL, AlIGNED WITH THE NATIONAL VISION AND MISSION
- GOALS:
  - VISION IS INCORPORATED INTO CANDIDACY TRAINING
  - MAKE EVERYONE AWARE OF THE CURRENT VISION AT THE START OF EACH YEAR
- MEASURES/TARGETS:
  - DATABASE FOR RESOURCES, IDEAS, PROJECTS THAT FOR CHAPTERS TO ALIGN ACTIVITIES WITH NATIONAL MISSION
  - VIDEO OR BRIEFING PRESENTATION TO OUTLINE CURRENT VISION TO GENERAL MEMBERS

SECTION 2: RETENTION:
- OBJECTIVES:
  - EASY COMMUNICATION AMONG REGION AND CHAPTER LEADERSHIP
  - ALL MEMBERS FEEL AN ATTACHMENT TO THE MISSION AND PURPOSE OF SILVER WINGS
  - EVERY MEETING IS VALUABLE TO ATTEND BECAUSE IT HAS BEEN PLANNED AND EXECUTED WITH THE INDIVIDUAL MEMBER IN MIND
- GOALS:
  - ACTIVELY CONNECT CHAPTER AND REGION STAFFS
  - MAKE MEETINGS MEANINGFUL, USEFUL, PURPOSEFUL
- MEASURES/TARGETS:
  - REGULAR MEETINGS BETWEEN REGION STAFFS AND CHAPTER STAFFS
  - TOOLKIT/DATABASE/OPERATIONS PACKAGE ON MEMBER INVOLVEMENT

SECTION 3: JOINT RELATIONS (AAS):
- OBJECTIVES:
  - COUNTERPARTS INTERACT POSITIVELY AND REGULARLY
SWM, SEPTEMBER 2022

- SW AND AAS CONVEY POSITIVE ATTITUDES TOWARDS EACH OTHER STARTING WITH CANDIDACY

- GOALS:
  - NATIONAL DO (SW) AND NATIONAL DT (AAS) WORK TOGETHER TO BRING JOINT RELATIONS INTO BOTH CANDIDACY PROGRAMS

- MEASURES/TARGETS:
  - REGULAR 4-PERSON MEETINGS BETWEEN RP/RC/CP/SC
  - EVERY CHAPTER HAS A STAFF MEMBER DESIGNATED TO SQUAPTOR JOINT RELATIONS (JRO, CSCOP, OR OTHER STAFF MEMBER)

SECTION 4: JOINT RELATIONS (AFA):

- OBJECTIVES:
  - LOCAL SW CHAPTERS ARE SUPPORTING THEIR LOCAL AFA THROUGH SERVICE HOURS AND EVENT ATTENDANCE
  - EVERY SW MEMBERS KNOWS HOW THEY CAN BENEFIT FROM BEING A PART OF THE AFA

- GOALS:
  - CREATE AN ACTION PLAN FOR HOW SW CAN HELP SUPPORT THE AFA
  - INCREASED AFA INVOLVEMENT WITH REGION CONCLAVES

- MEASURES/TARGETS:
  - JOINT RELATIONS AFA DATABASE IS EASILY ACCESSIBLE TO SW LEADERSHIP
  - LOCAL SW CHAPTERS ARE HAVING REGULAR INVOLVEMENT WITH THEIR LOCAL AFA
  - AFA PROFESSIONAL DEVELOPMENT BRIEFING IS PREPARED AND DISTRIBUTED BY NATIONAL STAFF FOR CHAPTERS TO UTILIZE IN MEETINGS

SECTION 5: JOINT RELATIONS (CAP):

- OBJECTIVES:
  - MEMBERS ARE INVOLVED AND AWARE OF CAP’S THREE PRIMARY MISSIONS OF EMERGENCY SERVICES, AEROSPACE EDUCATION, AND CADET PROGRAMS

- GOALS:
  - MAINTAIN NATIONAL LEVEL CONTACT WITH CAP
  - SW NATION IS CONDUCTING AT LEAST ONE PROJECT PER YEAR TO BENEFIT RELATIONS WITH CAP

- MEASURES/TARGETS:
  - AN ANNUAL PROMOTION ACTIVITY IS CONDUCTED TO SUPPORT THE NATIONAL CAP INITIATIVE ON BOTH THE HIGHER AND LOCAL LEVELS

SECTION 6: COMMUNICATION AND COMMUNITY:

- OBJECTIVES:
ENCOURAGE COMMUNITY ENGAGEMENT THROUGH ACCOUNTABILITY, SUPPORT, AND VOLUNTEER OPPORTUNITIES

GOALS:
- Joint meetings between chapters are common through sustained relationships and local connections
- Chapters are connected with the local and campus communities through frequent engagement

MEASURES/TARGETS:
- National Public Affairs Officer works with chapters to have each chapter active on at least one social media account
- Region leadership is responsible for assigning sister chapters at the beginning of their term

SECTION 7: DIVERSITY

OBJECTIVES:
- Promote diversity to provide Silver Wings with a unique opportunity to foster personal development among all members

GOALS:
- National resources to be utilized by chapter and region leadership on
  - How to have open conversations
  - How to be open to new types of members
  - Outlines for meetings
  - Tactical level resources

MEASURES/TARGETS:
- SW National Sustainability Officer and National Development Officer expand existing “Specialized Recruitment” playbooks for use
PREAMBLE
We the members of SILVER WINGS, in order to aid the progress and mission of the ARNOLD AIR SOCIETY, to advance and promote interest in the AIR FORCE RESERVE OFFICERS TRAINING CORPS, to support the purposes, traditions, and concepts of the UNITED STATES AIR FORCE and the UNITED STATES SPACE FORCE, to support AEROSPACE POWER and its role in national security, and to advance the professionalism of its MEMBERSHIP through service to the UNIVERSITY and the COMMUNITY, do hereby establish this constitution.

ARTICLE I - GENERAL
Section 101 NAME
This organization shall be known as SILVER WINGS.

Section 102 OBJECTIVES
This organization is created in the spirit of the PREAMBLE and has as its objectives:
a. Creating proactive, knowledgeable, and effective civic leaders through service to the community and education about national defense.
b. Providing personal development and character growth for individual members through community service, enabling them to develop a sense of purpose within and responsibility to the local community.
c. Providing professional development for individual members through leadership opportunities within the organization.
d. Providing personal awareness of aerospace power and its role in national defense through exposure to Air Force and Space Force personnel and issues.

Section 103 SUPPORT BY ARNOLD AIR SOCIETY
The ARNOLD AIR SOCIETY and SILVER WINGS work together to further the objectives of their respective organizations, particularly in the support of aerospace power. Members of SILVER WINGS are, therefore, extended associate membership privileges in the ARNOLD AIR SOCIETY.

ARTICLE II - INSIGNIA
Section 201 COLORS
The SILVER WINGS colors shall be blue and white.
Section 202   CREST
The SILVER WINGS crest shall be double wings, pointing upward, with the shield of the UNITED STATES and a torch superimposed on the shield. A band under the wings shall bear the name "SILVER WINGS".

Section 203   INSIGNIA
SILVER WINGS membership badge shall be horizontal double wings with a star in the center.

Section 204   FLOWER
The official flower of SILVER WINGS shall be a white rose.

ARTICLE III - MEMBERSHIP
Section 301   CLASSES OF MEMBERSHIP
There shall be five (5) classes of membership: Active, Candidate, Inactive, Alumni, and Honorary.

Section 302   MEMBERSHIP REQUIREMENTS
a. ACTIVE AND INACTIVE MEMBERSHIP: Membership in SILVER WINGS as an active or inactive member shall include undergraduate and graduate college persons who meet the qualifications of NATIONAL SILVER WINGS. These standards should be such that selection will be made from persons who have shown an interest in becoming a member of SILVER WINGS and furthering the causes of the ARNOLD AIR SOCIETY. They should be informed of the obligations to which an AIR FORCE and SPACE FORCE member is subject. At the discretion of the local chapter, by-laws may enact additional requirements for active membership, but such requirements for active membership will not indicate considerations of race, creed, sex or national origin.
   1. ACTIVE: Active members are those who have paid their current national, region (if any), and local dues and are members in good standing with the local chapter. Active members may vote and hold office.
   2. INACTIVE: Local chapters may include in their bylaws provisions for inactive members. Inactive members may not retain officer or voting privileges during the inactive period.

b. ALUMNI MEMBERSHIP: Members of SILVER WINGS who graduate may become members of the ARNOLD AIR SOCIETY, ANGEL FLIGHT, AND SILVER WINGS ALUMNI ASSOCIATION. Members of SILVER WINGS who have been active for at least one academic year, are in good standing but must resign due to circumstance beyond their control, are also eligible for membership in the ALUMNI ASSOCIATION if they will be graduating within one semester of becoming members of the ALUMNI ASSOCIATION. The only exception to this rule being if a member transfers to a school that does not have SILVER WINGS and is unable to successfully start a chapter there or if their chapter is disbanded. This would entitle them to membership at graduation.

c. HONORARY MEMBERSHIP: The highest tribute a unit of SILVER WINGS may extend to a person is the title of "HONORARY MEMBER". Honorary membership is normally reserved for recognition of service given to or interest displayed in SILVER WINGS. Honorary membership will be conferred by unanimous vote. Honorary members will not be charged dues and may not hold
office, but may attend conclaves. Honorary members are not eligible for awards reserved for active
members.
d. CANDIDATE MEMBERSHIP: Members who have paid national, region, and local chapter dues,
but who have not yet met the Active Membership requirements of NATIONAL SILVER WINGS.
Active Membership must be achieved within one year of acceptance into Candidate Membership.
Candidate members have voice, but no vote in chapter activities.

ARTICLE IV - ORGANIZATION

Section 401   NATIONAL ORGANIZATION
The National Organization shall be directed by a National Headquarters and is divided into regions and
chapters. There shall be an organizational precedence in that order. SILVER WINGS Regions shall
correspond with ARNOLD AIR SOCIETY Regions. Chapters chartered prior to April 1998 shall be
authorized to use the terms “Angel Flight”, “Angel Flight-Silver Wings”, or “Silver Wings Society” in
the chapter name. Chapters chartered after April 1998 shall be known as Silver Wings chapters. Special
Headquarters shall exist to support the mission of National SILVER WINGS to include a National
Archives Headquarters, a National Conclave Headquarters, and an Executive Management Center.

Section 402   EXECUTIVE MANAGEMENT CENTER
An Executive Management Center shall be established to serve National SILVER WINGS and shall be
staffed by a paid Executive Director and such personnel as necessary.

Section 403   ADDITIONAL SPECIAL HEADQUARTERS
Additional Special Headquarters shall be established and maintained according to current SILVER
WINGS policy.

Section 404   OFFICER STRUCTURE
Each unit of SILVER WINGS shall have the following officer structure:
   a. President
   b. Vice President
   c. Development Officer
   d. Activities Officer
   e. Senior Administrator
   f. Treasurer

Section 405   IMPEACHMENT AND DISMISSAL
Proper procedures shall be established by the National Conclave for the impeachment and dismissal of
officers of all units of SILVER WINGS.
ARTICLE V - NATIONAL CONCLAVE

Section 501 ORGANIZATION AND POWERS OF THE NATIONAL CONCLAVE
Region and Chapter representatives shall constitute the legislative body of the National SILVER WINGS organization which shall be termed the National Conclave. The National Conclave shall be the supreme legislative body and shall have the power to approve legislation for the entire organization of SILVER WINGS.

Section 502 CONVENING
The National Conclave shall be convened once each academic year by the National President at a place designated by a majority of the National Conclave of SILVER WINGS and ARNOLD AIR SOCIETY one year in advance, providing a Conclave site can be found.

Section 503 VOTING
All matters shall be passed by a simple majority of delegates present except when current policy may require a two-thirds (2/3) majority. This CONSTITUTION shall be amended by a two-thirds (2/3) majority. Each chapter and region shall have one (1) vote which will be valid by personal representation or proxy. The National President may vote only in the case of a tie. A quorum of the National Conclave will be attendance of two-thirds (2/3) of the eligible voting units, either actual or proxy. The policy for voting will be set by the National Conclave.

ARTICLE VI - THE EXECUTIVE BOARD OF DIRECTORS

Section 601 EXECUTIVE BOARD MEMBERS AND OFFICERS
Executive functions of SILVER WINGS shall be the responsibility of an Executive Board of Directors, the voting members of which are the Region Executive Officers. The Board will be chaired by the National President of SILVER WINGS who will vote only in case of a tie. The remainder of the National staff serve as non-voting members, as do the National Conclave Chairman, the National Business Chairman (or Parliamentarian), the National Archives Executive Officer, the National Alumni Association Director, the Arnold Air Society Commander, the National Chief of Protocol, the Executive Director, and the National Advisory Consultants. The National Staff Advisor, the National Conclave Advisor, and the National AFROTC Headquarters Liaison Officer may be invited to attend.

Section 602 EXECUTIVE BOARD BY-LAWS
a. The Board derives its power solely from the National Conclave and CONSTITUTION and can in no way overrule either.
b. The Board shall interpret the CONSTITUTION.
c. The Board shall review, and if necessary, revise and combine any proposed resolutions before presentation to the General Assembly at the National Conclave.
d. Any action taken by the Board may be overruled by a majority negative reply from all active chapters within thirty (30) days from notification of said action. If the majority of a region after forty (40) days finds such action unsatisfactory, it is the duty of the Region Executive Officer to notify the National President for a vote from all active chapters. A majority vote will determine policy.
Section 603  EXECUTIVE BOARD MEETINGS
The Executive Board of Directors of SILVER WINGS will meet at National Conclave, and in conjunction with the Fall meeting of the Executive Board of Directors of the ARNOLD AIR SOCIETY.

ARTICLE VII - FINANCES
Section 701  FEES, DUES, AND ASSESSMENTS
To aid in the operation of the National organization there shall be an initiation fee for new members and annual dues for all members. The amount shall be set by the National Conclave. In addition, the National Conclave may assess chapters on a per-capita basis.

Section 702  NATIONAL FINANCIAL REPORT
The Executive Director shall annually compile and publish the financial report of SILVER WINGS.

ARTICLE VIII - NATIONAL MANUAL
Section 801  SILVER WINGS NATIONAL MANUAL (SWM)
Provisions are hereby made for a SILVER WINGS NATIONAL MANUAL to be known as SWM which should be in the spirit of the CONSTITUTION and establish the standard operating procedures for SILVER WINGS. Such a manual shall be approved by a majority of the National Conclave or Executive Board of Directors.

ARTICLE IX - AMENDMENT
Section 901  AMENDMENT BY THE NATIONAL CONCLAVE
The National Conclave shall be empowered to amend this CONSTITUTION upon a two-thirds (2/3) vote of all active chapters.

Section 902  AMENDMENT BY MAIL
Any three (3) chapters acting together or and three (3) voting members of the Executive Board of Directors acting together may submit a proposed amendment to this CONSTITUTION. Said proposed amendment shall be submitted to the Executive Director who shall forward it to all active chapters for their vote. Each chapter shall notify the Executive Director of its vote within one (1) month of the date of the proposed amendment. Two-thirds (2/3) of the active membership of the chapter must vote in favor of the proposed amendment for the chapter's vote to count in favor of the amendment. A two-thirds (2/3) majority of all active chapters shall make the proposed amendment a part of this CONSTITUTION.