

SILVER WINGS  
NATIONAL ACTIVATION  
MANUAL  
(SWActM)



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## **INTRODUCTION FROM THE SW NATIONAL DEVELOPMENT OFFICER**

The National Staff of Silver Wings would like to commend you on your efforts to activate a new chapter of Silver Wings. By activating a chapter, you have joined a proud national organization dedicated to the service of others and the promotion of National Defense. Your new chapter will also create a unique opportunity for students at your campus to learn about the United States Air Force without a military commitment. All of the chapters across the nation are civic-minded and take extreme pride in the services that they are able to provide to their campus and community.

As you begin the process of activation, your local Arnold Air Society (AAS) will provide crucial assistance to the startup, recruitment, and the continual success of your new chapter. The AAS is a valuable partner in Silver Wings' efforts of service and promotion. Through joint cooperation, we can surpass all goals.

This activation packet will provide all necessary information to start a new chapter of Silver Wings. It also provides the basic points on running a chapter. **THE ROAD YOU ARE ABOUT TO TRAVEL WILL NOT BE AN EASY ONE. IT WILL BE A CHALLENGE FOR YOU AND YOUR CHARTER MEMBERS. HOWEVER, WITH YOUR INITIATIVE, WE WILL HELP AND SUPPORT YOU EVERY STEP OF THE WAY!** The National Staff and I realize the hard task you have ahead of you and we will always be available to assist you in your endeavors.

Please contact me. I am there to help you.

Thank You and GOOD LUCK!!!!!!!!!!

Silver Wings National Development Officer

## SECTION 1: WHAT IS SILVER WINGS?

### **Mission:**

Silver Wings is a national, coed, professional organization dedicated to creating proactive, knowledgeable, and effective civic leaders through community service and education about national defense.

### **Objectives:**

1. Personal Development - Local chapter activities and projects provide character growth through service to the community, enabling the individual member to develop a sense of purpose within and a responsibility to the local community. In addition, social interaction between chapter members and members of associated organizations allow members to develop nationwide contacts and friendships that improve social skills.
2. Professional Development - Local chapter activities and the organizational structure provide members with leadership opportunities and the chance to develop professional skills that will be useful to the college graduate. These skills include, but are not limited to, oral and written communication through the use of workshops, guest speakers, seminars, project planning, and committee membership.
3. Civic Awareness - Exposure to Air Force issues and personnel enables SW members to develop a personal awareness of aerospace power and the role that it plays in national defense. The leadership and skills development objectives are enhanced by opportunities for members to actively promote aerospace issues within their chapter and in the collegiate and civic communities.

### **History of Silver Wings**

The first "Angel Flight" was founded at the University of Omaha in 1952; during the next five years similar groups could be found across the country. Until 1957, however, Angel Flight was primarily a national idea with many names and activities. In April of that year, an important step toward unification was realized at the Eighth Annual Conclave of the Arnold Air Society, when representatives from sixteen groups met in New York City to join their purposes under a National Coordination Headquarters. Since that convention, "Angel Flight" has operated on the National, Regional, and local levels.

In 1995, the organization became officially known as "Angel Flight-Silver Wings" to recognize the growing diversity in the organization. The once all-female group of civilians interested in contributing to their university's AFROTC program has evolved into a diverse conglomerate of men and women dedicated to the service of the university's AFROTC program, campus and community.

The following year, the organization underwent a massive restructuring to move away from the military image that was hindering recruitment efforts. This restructuring was completed with the formal name change of "Silver Wings" at the 1998 National Conclave to further the efforts of our organization.

## SECTION 2: WHAT DOES A SILVER WINGS CHAPTER DO?

Most chapter activities fall under one of Silver Wings' three objectives: Personal Development, Professional Development and Civic Awareness. While activities are not limited to these three objectives, they are the main focus of our organization and should be the thrust of most of the chapter's activities. A chapter member or a committee should develop all of these activities. This provides experience in team management, research, and idea presentation.

Many of the project ideas below can be combined with fundraising and/or recruiting efforts to get the most out of every project. Use every opportunity to recruit or raise money, because without members and money the organization cannot function.

### Personal Development

This objective is fulfilled through service to the community by representing the Air Force and the U.S. military in a positive light and by conducting chapter activities that are fun and fulfilling. There are many ways to go about this.

- Separate National Project - Every year at the national convention, Silver Wings chooses its own national project. This project should serve as a guide to help chapters decide what sort of service projects they should do. The current SNP theme and project examples can be obtained from SW National HQ or from the national web site at [www.silver-wings.org](http://www.silver-wings.org).
- Joint National Project - The JNP is a project that SW carries out in cooperation with the Arnold Air Society (AAS). The project is also voted on each year at the joint national convention. The current JNP theme and project examples can be obtained from SW National Headquarters or from the national web site.
- Other Service - Service activities need not be restricted to the realm of the JNP or SNP. There are unlimited opportunities within the community for other types of service. A few suggestions are listed below. Reference Attachment 2 for organizations that your chapter can partner with to achieve this objective.
  - Volunteer at a nursing home
  - Volunteer for a work day at your local humane society
  - Litter clean up
  - Blood Drives
  - Donor Screening
- Social Activities - Social activities provide members with another way to interact beyond the normal realm of service activities. Just about anything your members envision can be done. Sometimes these activities can be used as fund-raisers or recruiting tools as well.

### Professional Development

This objective is accomplished by conducting chapter workshops centered on professional education and by providing chapter members the opportunity to serve in chapter, regional, and national leadership positions. Some ideas that would fulfill this objective are:

- Invite a representative from your campus career center to come and talk about opportunities for internships and cooperative education.
- Have a workshop focusing on writing business and military letters, public speaking, time management, resume construction, computers, the Internet, or successful job interviewing.
- Attend a local AFA meeting and introduce yourselves to the members of the local chapter. Invite one of them to come and speak to your members about the role of civilians in

supporting the Air Force, the relation of business to the Air Force, or opportunities in the aerospace industry.

- Hold a Cadre Appreciation Day when all of your members can meet the cadre and thank them for their support.
- Have a member of your chapter attend a campus career fair and gather information about job hunting, etc. and then report back to the chapter on that information.
- Invite a corporate recruiter or executive to come and speak to your chapter about what companies are looking for in prospective employees and strategic for finding the right job.

### **Civic Awareness**

This objective is achieved by educating the community and your membership about current national defense issues as well as promoting good citizenry. This includes military workshops for your chapter as well as community activities. Examples are:

- POW/MIA Awareness Projects - Each year, SW and AAS members strive to create more public awareness of America's Prisoners of War (POWs) and soldiers Missing In Action (MIAs). This project is very important to the members of SW and AAS who see the need to keep these heroes in the hearts and minds of all Americans. Some ways to carry out this project include:
  - Wear and sell POW/ MIA bracelet
  - Host a candlelight vigil
  - Run a POW/ MIA flag through your community
  - Draw media attention to events relating to POWs and MIAs
  - Sponsor a POW/MIA Awareness Day or Week
  - Fund-raise for a monument to local POWs or MIAs or other local war heroes
- Military Workshops - Any organized activity that educates your members about military issues would qualify. Here are some examples:
  - Provide updates on current affairs pertaining to the Air Force
  - Education about life in the military (careers, health care, income, etc.)
  - Guest speakers (especially from the cadre) that tell about their experiences in the Air Force and how civilians are important to the Air Force
  - Education about military structure function and rank
- Community Education - Some ideas include:
  - Conduct a voter registration drive
  - Submit articles to local and campus media promoting the Air Force
  - Sell American (or state) flags

## SECTION 3: CHAPTER ORGANIZATION

### **President**

The President is the official representative of the chapter at all campus and community events. The President is also responsible for all chapter activities. The President's duties include:

- Point of contact for other organizations
- Monthly communication and quarterly report to Region Executive
- Plan and conduct chapter meetings

### **Vice-President**

The Vice-President is the backbone for the chapter staff. This person plans, coordinates, and manages all staff meetings and oversees staff. The Vice-President duties include:

- Internal chapter development (members and staff)
- Ensure each staff member carries out their duties
- Serves as Chapter Parliamentarian

### **Development Officer**

This officer provides publicity of chapter activities while focusing on recruiting and retaining members. Their duties include:

- Recruitment
- Campus and community publicity
- Associate member training
- Retention activity

### **Secretary**

The Secretary ensures that all reports are written in time to meet all Region and National suspense dates. Their duties include:

- Maintain files, records, meeting minutes, and written correspondence
- Set up and maintain chapter's electronic communications

### **Treasurer**

The Treasurer ensures that appropriate expenditures are made and that the chapter is financially stable. The Treasurer coordinates fund-raising and budget committees to assist with finances. Their duties are:

- Lead development of the chapter budget, manage finances, provide updates
- Chair the fund-raising committee
- Make necessary travel arrangement for chapter staff

### **Activities Officer**

The Activities Officer makes sure that all project goals are met. Project committees plan and execute projects with a Project Chairperson updating the Activities Officer on project progress. Their duties are:

- Oversee current project committees
- Point of contact for AAS regarding joint activities
- Insure that project evaluations are completed for continuity and award nominations

### **Chapter/Squadron Chief of Protocol (Optional Office)**

The Chapter/Squadron Chief of Protocol (CSOP) is a joint office that is sponsored by both AAS and SW and may be filled by a member of either organization. Reference JPM-2 for details.

- Facilitate a good working relationship between AAS and SW.
- Attends meetings of both organizations.

**Committees**

Committees involve every member of the chapter. The committees provide a good opportunity for non-staff to obtain leadership skills as well as have input on the projects that the chapter plans. Committee project chairs are temporary until the project is completed. Some examples of possible committees are:

- Budget and Fund-raising
- Community Service
- Awards
- POW/MIA, etc.

**Organizational Structure**

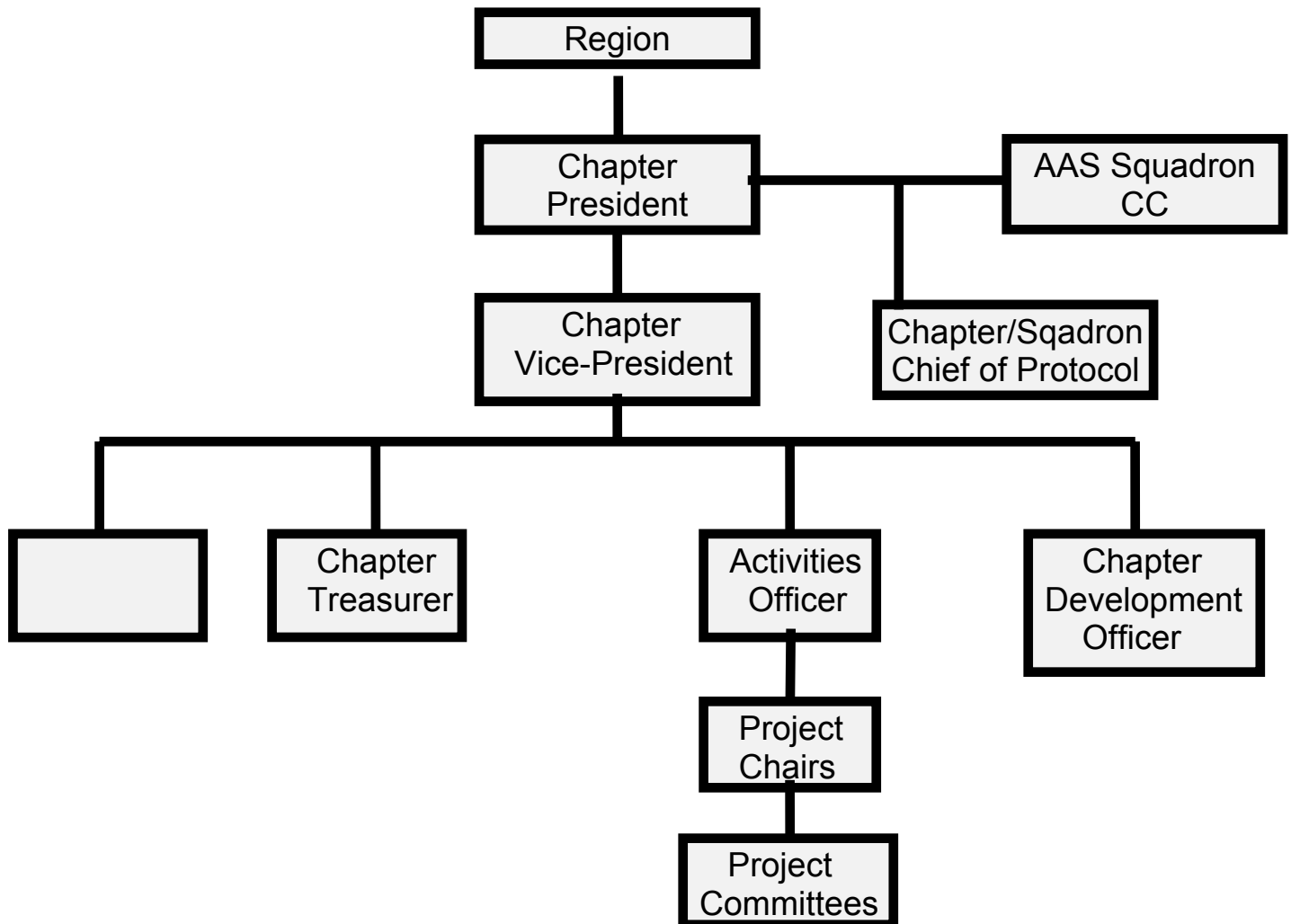


Figure 1: Organizational Structure

## SECTION 4: HOW TO START A SILVER WINGS CHAPTER

Now that you know what Silver Wings is, you are ready for this step-by-step guide to successful activation. Let's get started!

### **Get A Few Dedicated Individuals.**

These people need to be ready to make a commitment that will last several months as they go through the activation process. Being a charter member is time consuming. This position will require people who are willing and able to make the necessary commitment. With dedicated people, the foundation will be laid for a strong chapter.

### **Find An Advisor Who Is Enthusiastic And Helpful.**

An active and interested advisor is critical to the success of a new chapter. The Chapter Advisor is a cadre member who has the time and dedication needed to help the charter members of Silver Wings.

### **A Note to Advisors**

Former and current advisors have found that there are several ways that an advisor can be effective. This is what they say:

1. Aid in relations between Silver Wings and the corps, cadre, AAS, and the Region Executive Officer. The advisor should encourage the chapter to stay involved with these people as well as encourage these people to stay involved with the chapter.
2. Provide counsel and assistance with decision-making and organizational management of the chapter whenever help is needed. In other words, the advisor should be available whenever needed.
3. Aid the members in the effective use of internal and external resources (of the detachment and the university).
4. Serve as a source of information about the Air Force.

Always remember, the advisor is not the Commander or President. They should provide guidance but should not direct the chapter. If the members need help, they will ask for it. Let them learn from their mistakes and enhance their leadership skills. However, the advisor should play a role as an observer and try to help the chapter avoid major problems.

### **Useful ideas for a Chapter Advisor**

- Read the organization's manuals and understand how it operates.
- Attend chapter meetings and stay informed on major chapter events.
- Meet with the chapter President regularly to keep abreast of staff and chapter affairs.
- Attend the Region and National Conventions.
- Contact other chapter advisors to see how they advise their chapters.
- Contact the Region and National Advisors. They are great sources of information on how to be a good advisor.
- Read the AAS/SW Advisors Scoop, published by HQAFROTC.

### **Scout For Success.**

The best way to become a successful organization is to copy the success of other organizations on campus. Here is how to do it:

- Think about the non-religious and non-political organizations that are the most well known on your campus. Why are they so well known? How do people learn about them? What draws people to these organizations? As you answer these questions, think about applying that information to your recruiting efforts.

- Talk to people and ask them if Silver Wings is an organization that they would want to join (even if they cannot). If people see us as a viable organization, then you will know that recruiting will be possible and you will know where to recruit.

### **Get Approval From Your University.**

Every university has different guidelines for the establishment of new student organizations. Make certain that those guidelines are followed strictly and exactly. Also, many schools allow student organizations to receive partial funding from the university, so check to see if it is possible for you.

### **Recruit Your Charter Members!**

To activate a Silver Wings chapter, you should have at least eight charter members, with six returning the following year. These potential members should be students who are seeking leadership opportunities and want to support the Air Force while working to help the community. THESE CHARTER MEMBERS HAVE TO BE DEDICATED TO FORMING A NEW ORGANIZATION AND WILLING TO STICK AROUND AND WORK HARD. That being said, how do you recruit members? All you have to remember is three words:

### **PUBLICITY, PUBLICITY, PUBLICITY!!!**

Publicizing the chapter to the school and community is a must. You can't expect people to join if they don't know who you are. Publicizing your organization's events should not be as difficult as most people think. Instead, it is a chance to spend quality time with your fellow members and most importantly, to have fun! The key to developing or maintaining a successful chapter is good publicity. First, make sure that your returning members are motivated, organized and willing to do what it takes. Second, spend just as much time on publicizing the events as you do on planning them. Set aside specific times to work on publicity prior to each event.

### **Questions to Ask Before Publicizing:**

- **Appeal:** Whom are you catering to? What type of people do you want to attract?
- **Timing:** When should the publicity be released? Generally, events should be publicized at least one week in advance. You may want general organizational information to be available when you are not publicizing an event.
- **Location:** Where are the high traffic areas?
- **Type:** What type of publicity should be used? (Flyers, buttons, T-shirts)
- **Information:** How much should be printed on the form of publicity?
- **Manpower:** Who is responsible for what? When?
- **Anticipated Response:** Will promotional materials conjure up a response?
- **Budget:** Will the projected response be worth the money?

### **What to Publicize:**

- Silver Wings is a **national, professional, coed, and community service organization.**
- **Leadership Opportunities.** SW chapters are located throughout the United States, divided into 11 regions and headed by a national headquarters. Opportunities to serve as local, regional, and national officers give students tremendous leadership experience.
- **Networking.** Members have the opportunity to meet student, business and military leaders from all over the United States.
- **Patriotism.** Through SW, members can learn about the U.S. Air Force and show support for the military and our country.
- **Fun.** SW is a fun organization. You can gain many friends, attend organizational social events, and travel to Region and National Conventions.

### How to Publicize:

First and foremost, look at the recruitment methods of successful organizations on your campus. Talk with the recruitment people and find out what works and what doesn't. Take what they do and adapt it to meet your needs. With the right application, these methods will work for SW too! We cannot predict what will work on every campus, only you can find out what works for you. Be Flexible and ADAPT!!!

Some ideas include:

- Flyers posted around campus
- Members introducing themselves to some of their classes to invite students to activities
- Asking friends and family of ROTC members to join
- Ask ROTC members if they know of anyone that is interested in joining an organization like Silver Wings--they may have friends or family that are eager to support ROTC.
- If the local detachment has a regularly published newsletter, keep the Corps updated on what your chapter is trying to accomplish.
- If your university has a career fair, try setting up a recruiting booth. Be sure to include brochures (who, what, when, where, why, and how about Silver Wings) and make a template for prospective members to put contact information on. A poster board with pictures of the chapter's activities may also attract attention and show that the organization really does activities.
- Food is another useful tool since most college students are eager to show up for free food.

### Intense, short term publicity

A very effective way to recruit new members is to organize a massive publicity campaign (as big as you can manage) that emphasizes the points above and advertises a series of informational meetings. These informational meetings (about two or three in the space of one week on different nights) should be relatively informal meetings where students can come and learn more about the organization. They should be informative, but fun, and should give them an idea of what to expect as a SW member. It is very important that you be ENTHUSIASTIC AND EXCITED at these meetings!! If you are enthusiastic, then people will feel like SW is worth joining. Here are some tools you can use in your publicity blitz:

- **Put up fliers on campus.** Blanket your campus with fliers. Put them wherever people can see them. You might have to get approval in some places for fliers. Put the fliers up about four to five days before the first informational meeting and tell where and when the meeting will be held. Do not limit your fliers to locations where there are a million other fliers--put them in unconventional, eye-catching places. Your chapter can also pass out fliers in the center of the campus during peak class-change hours.
- **Put up banners in your student union or student center.** Not all places will allow this, but if they do, try to get it up the same week as your informational meetings. That way, you can make flashy banners and reach many students with very little effort.
- **Write on heavily traveled sidewalks in chalk.** This may sound a little crazy, but it works. Write the name of the organization and when and where the informational meeting will be held. This mainly serves to reinforce your other publicity by putting the name of SW into students' heads.
- **Write on classroom chalkboards.** Write that you are having an informational meeting at a specific time and place and that SW is a community service organization. This is especially effective in large lecture halls.
- **Get spots on bulletin boards or video displays.** If your campus has public access bulletin boards and/or video displays, you can advertise your informational meetings and chapter meetings here.
- **Visit the meetings of other clubs.** Find out when other clubs on your campus meet and contact their presidents. Many organizations require their members to do community service. Ask if you or they can make an announcement in one of their general meetings. This is also a great opportunity to get contacts for campus wide service projects.

- **Campus-wide organization days and Club Fairs.** Does your school have a new student orientation in which organizations are allowed to recruit or a campus wide organizational fair during the year? If so, try to schedule your informational meetings shortly after it, get a booth, and do the following to make it a rousing success.
  1. Make a big banner and hang it in plain view. Don't be afraid to try something new. For example, your banner/poster could be a different shape (circle, triangle, etc.) or in the shape of a foot on the floor leading them to your booth.
  2. Print fliers telling why SW is such a great organization and announcing your informational meetings.
  3. Provide promotional materials with Silver Wings and the logo printed on them (buttons, bookmarks, pencils, pens, etc.)
  4. Wear Silver Wings shirts while at the booth.
  5. Provide snacks or drinks at the booth to attract attention.
  6. Don't just sit there and look bored!!! Get out and talk to people and hand out fliers to anyone who looks remotely interested. If they stop to talk to you, pull them back to the booth and get them to write down their name, address, email address and phone number. Tell them you hope to see them at the informational meeting. BE ENTHUSIASTIC!! If you are excited about SW, they will think that is worth checking out.
  7. Between your organization fair and the informational meetings, make sure you call everyone on your list from the fairs and tell them that you hope to see them at one of the meetings. It will make them feel welcome and wanted.
  8. If you do not have an organization fair, try to find some way to set up a booth or a table anyway. This is an outstanding way to recruit.
- **Informational Meetings.**
  1. Tell them a little about the organization, only go a little deeper than the information from the "What to Publicize" section of this manual. Emphasize the community service, leadership, and fun aspects of the organization. Stress the leadership opportunities that are available and how important this type of experience will be when applying for a job.
  2. Give them a general idea of what your individual chapter does on a weekly or monthly basis. "What can they expect if they join?" Also be sure to cover what will be expected of them if they decide to join. Emphasize the social aspects of Silver Wings since they will want to know that Silver Wings provides the opportunity to make friends. Point out the networking opportunities that they will have through ARCON and NATCON and that contacts made during those events can last a lifetime.
  3. Have every prospective member write down their name and phone number so that you can call them later and thank them for coming.
  4. Tell them several times when the first Associate Member function will be held. Also, give them another piece of paper with the name of the organization and when the first Associate Member function will be so that they can attend.
  5. Do something fun to break the ice and end the meeting.
  6. Set these meetings up in residence halls and other on-campus buildings. Serve popcorn and sodas.

### **Long-Term Publicity**

Long-term publicity should also be a priority so that the name of our organization becomes recognizable to the general student body. This allows students to feel comfortable about joining the organization later because they have heard about it. The longer you utilize long-term publicity, the greater benefits you will see from it.

- **Get a write-up in your school newspaper.** This can be difficult because many campus newspapers will not promote organizations, but almost all of them have campus calendars or something similar that is open to all organizations. If you know someone who works for the paper, get them to write an article about your chapter activation or a project you did. Even if you

do not know someone, tell the paper every time that you do a major project. If you call them enough, they might eventually give!! Submit upcoming activities to the calendar section of your campus newspaper. Reference Attachment 4 for a sample newspaper article.

- **Publish member accomplishments in hometown newspapers.** Submit articles about new member activation, awards and honors, or projects that members have completed.
- **Start a chapter home page.** This is great long-term publicity because anyone can go at any time and look at your site and find out what we are about.
- **Make organizational T-shirt.** This is a great way to advertise very easily...and you get a T-shirt out of it. Make your shirt catchy so that people ask you about it and about us. Pick a day of the week and have all members wear the shirt on that day.
- **WORD OF MOUTH!!!!** This is, by far, the cheapest and most effective method of publicity. Talk to your friends and acquaintances and tell them how great SW is.
- **Bring Guest Speakers to Campus.** Publicize the speaker as being sponsored by Silver Wings and then have information about Silver Wings at the event.
- **Utilize Campus Email.** Distribution lists and on-line bulletin boards for the campus can be used to publicize Silver Wings and its activities.
- **Membership Challenge.** Challenge each member to bring a friend to the next meeting or to replace themselves each year by getting a friend to join.
- **Information Letters.** Send an informational letter to the home of each AFROTC cadet for roommates and friends to read.

These are, by no means, the only ways for you to recruit on your campus. However, these methods have worked for other chapters. Remember to adapt to your unique, collegiate environment, especially by copying from other successful organizations. We realize that you may not have a large budget. However, most of these strategies are free or very cheap and resourceful individuals can cut costs by remembering three things:

- Businesses can be very generous about donating services.
- Printing companies often cut deals on printing costs.
- WE ARE A NON-PROFIT ORGANIZATION.

### **Train The Charter Members**

Now that you have a group of interested people, they have to go through the training process to become full members. There are four essential steps to active membership and they can be accomplished over the term of one year or less. The best way is a gradual process that allows the new members to understand what SW is all about. For more information on how to implement this step, refer to the SW Associate Member's and Orientation Workshop Leader's Guide (available from Executive Management Center). The requirements are:

#### Participate in a new member orientation workshop

Basically, this is learning what SW stands for, our history, our procedures and hierarchy, awards, and other important information about the organization. There are many ways to carry out this portion. All the information is contained within the SW Associate Member's Guide. Furthermore, your Region Executive Officer and National Headquarters will be able to provide possible methods of accomplishing your orientation workshop.

Participate in a military workshop

Any of the suggestions listed in section 2, "CIVIC AWARENESS," are acceptable to fulfill this requirement. Also, ask your advisor for assistance. They are in the military. Participating in a military workshop also counts towards one of three projects you must complete to activate your chapter.

Serve on one project planning committee

Each new member must serve on a committee that plans and carries out any project that fulfills the objectives of SW. In the early stages, most members will need to serve on a committee jointly with Arnold Air Society.

Participate in at least one project for which the associate member was not a member of the planning committee

This is very simple. All an associate member must do to fulfill this requirement is go to a squadron project.

Upon completion of the requirements for active membership, the member has earned a vote in chapter decisions and the ability to hold offices. Again, in addition to the paying of national and region dues, individual chapters are responsible for setting requirements for maintaining active membership.

**Your Chapter Membership**

No matter how large or small your chapter is, having an active membership is the key to the success of your chapter. Unenthusiastic members can cause a chapter to fade very quickly, while active and excited members can build an organization that is a vital part of the lives of all its members.

**Active Member Expectations:**

It is the duty of every chapter to establish their own guidelines for active membership either as part of their constitution, by-laws or as a general standard they wish to follow. These guidelines can be made in several ways:

- Mandatory attendance at a set number of meetings and/or events (60-70%).
- Required participation in a project planning committee or attendance at a number of major events.
- Point system (minimum # of points required, set # per activity). There are many variations of this.
- Chapter dues in addition to those required from each member for national and regional dues.

While it is important to establish these guidelines and be reasonably strict in their enforcement, remember also that, as college students, most of us have a number of activities and academic commitments. Therefore, it is always wise to be flexible in your enforcement.

**Chapter Officer Elections**

It is also the duty of the individual chapters to set their own guidelines for officer elections. In doing so, members should keep in mind the importance of elections and their role in encouraging participation. When people hold office, they feel like they have a stake in what the chapter does and they will be more enthusiastic about your activities. There are many methods to conduct elections, but the focus should be to get as many people involved as possible.

**Fund-Raise**

You now have members who know what is going on, but without money your new chapter will not be able to accomplish very much. Therefore, you need to do fund-raisers to bring in some cash. There are tons of things you can do, from the usual to the unconventional. Reference Attachment 3 for ideas.

These are just a few suggestions. The more creative you are, the more money you will make. Keep in mind:

- Whenever you do something as a group, wear your tee shirts.
- Silver Wings is a non-profit organization.
- Every university has student organization fund-raising guidelines and rules. Know them and follow them!

## SECTION 5: BECOMING AN OFFICIAL SILVER WINGS CHAPTER

Now that you have learned about the mission, objectives, and history of Silver Wings, there are several things that you must do to complete the activation process.

1. If you have not already received a packet of manuals and forms from the Executive Management Center, request them now. Email the EMC at **emc@silver-wings.org** to receive this packet or contact the SW National Development Officer.
2. You should have recruited at least eight members (with at least six returning the following year). This requirement is flexible based on circumstances. Fill out SW Form 1, the "Report of New Membership," listing each of these members. This roster must include all the names and dates of graduation for all members. (This form is included in EMC packet from Step 1, above.) You will need to include the initiation fee for each member.
3. Obtain a letter from the chapter advisor or Detachment PAS recommending that the chapter be considered for activation.
4. Obtain a letter from your university stating that the Silver Wings chapter has been approved on your campus. The chapter advisor can provide this statement in his/her recommendation letter.
5. You should have completed at least one project for each of the SW objectives (detailed in Section 2 and in the Activation Form at the end of this manual), as well as one fund-raiser. Use these projects to complete the SW Activation Form included in this manual (SW Form ACT-1) detailing these projects (Reference Attachment 1).
6. Type up an officer roster. This roster must include the names and positions of all officers. (Form included in EMC packet from Step 1 above.)
7. Adopt chapter by-laws detailing the duties of members and the procedures for selecting officers. An example of chapter by-laws can be obtained from SW National HQ.
8. Send one copy of all of these forms, letters of recommendation and the chapter by-laws to National Headquarters and to the Executive Management Center.

## SECTION 6: RETAINING YOUR MEMBERS

Retention of current members is just as important as recruiting. Below are some ideas and activities to help keep members active:

### If you have low attendance at a function

- Call members to find out why they were not there
- Start a phone tree/committee to call and remind members of projects
- Plan projects and different times and days of the week to accommodate more schedules
- Develop a merit or point system and give members credit for EVERYTHING.
- Have awards and prizes for members who are very involved based on the points system.
- Check the schedule and count the number of projects for the month. If there are too many projects, members may be suffering from burnout.

### Make meetings appealing so members will show up

- Have an agenda printed up and stick to it (Reference Attachment 6 for tips on meetings and parliamentary procedure).
- Recognize members at meetings
- Kudos Box- members write notes to each other and they are passed out at the meeting
- Cup of Fame- Cup of candy passed from one member to the next with each member refilling the candy before passing it on.
- Member of the Month
- Make meetings as short as possible
- Have a skit or some other entertainment to get a point across
- Sticker under a chair to indicate which member wins a prize

### Socials!

- Have a social function after meetings
  - Meet at a restaurant to eat dinner
  - Have a potluck dinner
  - Make ice cream sundaes
- Military Ball or Dining Out
- Parties at the Detachment
  - BBQ
  - T.G.I.F
  - Tailgate parties
- Old Fashioned Fun
  - Slumber Parties
  - Movie Night
  - Miniature golf
- Make Candidates feel WELCOME
  - Call just to say "hi"
  - Have mentors, "Secret Pals", "Big Bro/Sis" and other things that make them feel like someone really cares

### Make your members feel wanted and needed

- Give everyone a job, no matter how small
- Watch for personality differences and put these people on separate committees
- Avoid cliques

Communication

- Make officer briefings short and to the point and use visual aids
- Utilize email effectively
- If a problem arises, talk to the person directly
- Get to know a little about everyone.
- Praise and thank members for anything and everything

**ATTACHMENT 1: ACTIVATION FORM**

<b>SW Chapter Activation Form</b>	
<b>Proposed Chapter Name</b>	
<b>Please list projects completed for each objective</b>	
<u>Personal Development</u>	
 <u>Professional Development</u>	
 <u>Civic Awareness</u>	
<b>List all fund-raisers completed</b>	
 <b>List all recruitment techniques used for membership drives</b>	
Signature of Chapter President: _____ Date: _____	
Signature of Chapter Advisor: _____ Date: _____	
<b>SW FORM ACT-1 SEPTEMBER 1999 PREVIOUS EDITIONS OBSOLETE</b>	<b>SEND ONE COPY EACH TO: SW National HQ EMC</b>

**Figure 2: Activation Form**

**ATTACHMENT 2: ORGANIZATIONS FOR VOLUNTEER WORK**

<p><b>National Crime Prevention Council</b>                  1700 K Street NW., Second Floor                  Washington, DC 20006-3817                  202-466-6272                  Internet: <a href="http://www.ncpc.org">www.ncpc.org</a></p>	<p><b>Communities In Schools, Inc.</b>                  1199 North Fairfax Street, Suite 300                  Alexandria, VA 22314                  703-519-8999                  703-519-7213 (Fax)</p>
<p><b>Juvenile Justice Clearinghouse</b>                  P.O. Box 6000                  Rockville, MD 20849-6000                  800-638-8736 (8:30 a.m.-7 p.m. ET)                  301-519-5212 (Fax)                  E-Mail: <a href="mailto:askncjrs@ncjrs.org">askncjrs@ncjrs.org</a>                  Internet: <a href="http://www.ojjdp.ncjrs.org/">www.ojjdp.ncjrs.org/</a></p>	<p><b>Community Anti-Drug Coalition of America</b>                  901 North Pitt Street, Suite 300                  Alexandria, VA 22314                  703-706-0560                  Internet: <a href="http://www.cadca.org">www.cadca.org</a></p>
<p><b>American Legion Child Welfare Foundation</b>                  700 North Pennsylvania Street                  Indianapolis, IN 46204                  317-630-1200                  Internet: <a href="http://www.legion.org">www.legion.org</a></p>	<p><b>The Corporation for National Service</b>                  1201 New York Avenue NW.                  Washington, DC 20525                  202-606-5000                  Internet: <a href="http://www.nationalservice.org">www.nationalservice.org</a></p>
<p><b>Barrios Unidos</b>                  Washington, DC, Chapter                  P.O. Box 21098                  Washington, DC 20009                  202-424-6309                  202-673-4557 (Fax)</p>	<p><b>Gila River Youth Council</b>                  P.O. Box F                  Sacatone, AR 85247                  520-562-3065                  520-562-3963 (Fax)</p>
<p><b>Boy Scouts of America</b>                  1325 Walnut Hill Lane                  Irving, TX 75015-2079                  972-580-2000                  Internet: <a href="http://www.bsa.scouting.org">www.bsa.scouting.org</a></p>	<p><b>Girl Scouts of the U.S.A.</b>                  420 Fifth Avenue                  New York, NY 10018                  212-852-8000                  Internet: <a href="http://www.gsusa.org">www.gsusa.org</a></p>
<p><b>Boys &amp; Girls Clubs of America</b>                  1230 West Peachtree Street NW.                  Atlanta, GA 30309                  404-815-5700                  Internet: <a href="http://www.bgca.org">www.bgca.org</a></p>	<p><b>Girls, Inc.</b>                  30 East 33d Street, Seventh Floor                  New York, NY 10016                  212-689-3700                  Internet: <a href="http://www.girlsinc.org">www.girlsinc.org</a></p>
<p><b>Camp Fire Boys and Girls</b>                  4601 Madison Avenue                  Kansas City, MO 64112                  816-756-1950                  Internet: <a href="http://www.campfire.org">www.campfire.org</a></p>	<p><b>Junior Achievement, Inc.</b>                  One Education Way                  Colorado Springs, CO 80906                  719-540-8000                  Internet: <a href="http://www.ja.org">www.ja.org</a></p>
<p><b>Child Welfare League of America</b>                  440 First Street NW., Suite 310                  Washington, DC 20001-2085                  202-638-2952                  Internet: <a href="http://www.cwla.org">www.cwla.org</a></p>	<p><b>Learn and Serve America</b>                  Corporation for National Service                  1201 New York Avenue NW.                  Washington, DC 20525                  202-606-5000                  Internet: <a href="http://www.cns.gov/learn/index.html">www.cns.gov/learn/index.html</a></p>
<p><b>Children's Express</b>                  1331 H Street NW., Suite 900                  Washington, DC 20005                  202-737-7377                  Internet: <a href="http://www.ce.org">www.ce.org</a></p>	<p><b>Mothers Against Drunk Driving (MADD)</b>                  511 East John Carpenter Freeway, Suite 700                  Irving, TX 75062-8187                  214-744-MADD (214-744-6233)                  Internet: <a href="http://www.madd.org">www.madd.org</a></p>

<p><b>Coalition for Juvenile Justice</b>          1211 Connecticut Avenue NW., Suite 414          Washington, DC 20036          202-467-0864          202-887-0738 (Fax)</p>	<p><b>National Association of Counties</b>          4040 First Street NW.          Washington, DC 20001          202-393-6226          Internet: <a href="http://www.naco.org">www.naco.org</a></p>
<p><b>The National Exchange Club</b>          3050 Central Avenue          Toledo, OH 43606          419-535-3232          Internet: <a href="http://www.nationalexchangeclub.com">www.nationalexchangeclub.com</a></p>	<p><b>National 4-H Council</b>          7100 Connecticut Avenue          Chevy Chase, MD 20815-4999          301-961-2820          Internet: <a href="http://www.4hcouncil.edu">www.4hcouncil.edu</a></p>
<p><b>National Organization for Victim Assistance</b>          1757 Park Road NW.          Washington, DC 20010          202-232-6682          Internet: <a href="http://www.try-nova.org/">www.try-nova.org/</a></p>	<p><b>National PTA</b>          700 North Rush Street          Chicago, IL 60611          312-670-6782          Internet: <a href="http://www.pta.org">www.pta.org</a></p>
<p><b>National Victim Center</b>          309 West Seventh Street, Suite 705          Fort Worth, TX 76102          817-877-3355          Internet: <a href="http://www.nvc.org">www.nvc.org</a></p>	<p><b>National Youth Leadership Council</b>          1910 West County Road B          Roseville, MN 55113          612-631-3672          Internet: <a href="http://www.nylc.org">www.nylc.org</a></p>
<p><b>The National Youth Network</b>          National Crime Prevention Council          1700 K Street NW., Second Floor          Washington, DC 20006-3817          202-466-6272          Internet: <a href="http://www.ncpc.org">www.ncpc.org</a></p>	<p><b>Office of Children and Family Services</b>          Sergeant Henry Johnson Youth Leadership Academy          P.O. Box 132          Route 10          South Kortright, NY 13842          518-473-1274          607-538-1403 (Fax)</p>
<p><b>Juvenile Justice and Delinquency Prevention</b>          810 Seventh Street NW., Eighth Floor          Washington, DC 20531          202-307-5911          Internet: <a href="http://www.ncjrs.org/ojjhome.htm">www.ncjrs.org/ojjhome.htm</a></p>	<p><b>Points of Light Foundation</b>          1737 H Street NW.          Washington, DC 20006-3912          202-223-9186          Internet: <a href="http://www.pointsoflight.org">www.pointsoflight.org</a></p>
<p><b>Quest International</b>          1984 Coffman Road          Newark, OH 43058-4850          614-522-6400          Internet: <a href="http://www.quest.edu">www.quest.edu</a></p>	<p><b>Violence and Substance Abuse Prevention Center</b>          University of South Carolina          Columbia, SC 29208          803-777-0695          803-777-0677 (Fax)</p>
<p><b>Street Law, Inc.</b>          918 16th Street NW., Suite 602          Washington, DC 20006-2902          202-293-0088          202-293-0089 (Fax)</p>	<p><b>Teens, Crime, and the Community</b>          1700 K Street NW., Second Floor          Washington, DC 20006-3817          202-466-6272          202-296-1356 (Fax)</p>
<p><b>United National Indian Tribal Youth, Inc.</b>          P.O. Box 25042          4010 Lincoln Boulevard, Suite 202          Oklahoma City, OK 73125          405-424-3010          405-424-3018 (Fax)</p>	<p><b>Youth Crime Watch of America</b>          9300 South Dadeland Boulevard, Suite 100          Miami, FL 33156          305-670-2409          Internet: <a href="http://www.ycwa.org">www.ycwa.org</a></p>
<p><b>Youth Service America</b>          1101 15th Street NW., Suite 200          Washington, DC 20005          202-296-2992          Internet: <a href="http://www.servenet.org">www.servenet.org</a></p>	<p><b>Youthbuild USA</b>          58 Day Street          Somerville, MA 02144          617-623-9900</p>

<p><b>CommunityService.com</b>  <a href="http://www.communityservice.com">http://www.communityservice.com</a></p>	<p><b>COOL (Campus Outreach Opportunity League)</b>  <a href="http://www.COOL2SERVE.org/">http://www.COOL2SERVE.org/</a></p>
<p><b>Do Something</b>  <a href="http://www.dosomething.org">http://www.dosomething.org</a></p>	<p><b>Faith-Based Volunteer Opportunities Directory</b>  <a href="http://www.dosomething.org">http://www.dosomething.org</a></p>
<p><b>4laborsoflove.org</b>  <a href="http://4laborsoflove.org">http://4laborsoflove.org</a></p>	<p><b>Give Five</b>  <a href="http://www.indepsec.org/give5/g5volunteer.html">http://www.indepsec.org/give5/g5volunteer.html</a></p>
<p><b>Make A Difference Day</b>  <a href="http://www.usaweekend.com/diffday/">http://www.usaweekend.com/diffday/</a></p>	<p><b>Netday</b>  <a href="http://www.netday.org">http://www.netday.org</a></p>
<p><b>Opportunities and Information for Volunteers</b>  <a href="http://nonprofit.miningco.com/library/weekly/aa072298.htm">http://nonprofit.miningco.com/library/weekly/aa072298.htm</a></p>	<p><b>Peace Corps</b>  <a href="http://www.peacecorps.gov/home.html">http://www.peacecorps.gov/home.html</a></p>
<p><b>POSH Corps</b>  <a href="http://www.posh.org">http://www.posh.org</a></p>	<p><b>ServeNet</b>  <a href="http://www.servenet.org">http://www.servenet.org</a>                      or  <a href="http://www.volunteernow.com">http://www.volunteernow.com</a></p>
<p><b>The Service Station</b>  <a href="http://www.servicestation.org/">http://www.servicestation.org/</a></p>	<p><b>VISTA (Volunteers In Service To America)</b>  <a href="http://www.friendsofvista.org/">http://www.friendsofvista.org/</a></p>
<p><b>Volunteers of America</b>  <a href="http://www.voa.org/about/">http://www.voa.org/about/</a></p>	<p><b>VolunteerWeb</b>  <a href="http://www.epicbc.com/volunteer/">http://www.epicbc.com/volunteer/</a></p>
<p><b>International Volunteer and Volunteerism Resources</b>  <a href="http://www.aitec.edu.au/~bwechner/Documents/Travel/lists.html">http://www.aitec.edu.au/~bwechner/Documents/Travel/lists.html</a></p>	

### ATTACHMENT 3: FUND-RAISERS

- Booths at Carnival Events
- Button sales
- Cadet Care Packages
- Calendar Sales
- Candy Sales
- Cupcake Sales
- Donut Sales
- Fruitcake Sales during the Holidays
- Garage Sale
- Holiday Oriented Sales
- Kiss Sales
- Magazine Sales
- Paper Drives
- Parking Cars
- Raffles
- Scavenger Hunt
- Selling Christmas Cards
- Shoe Shine Sales
  
- **Work the concession stand at university events.** This could be anything from sporting events or concerts to dramatic performances. While you are working, wear SW tee shirts or buttons to advertise the organization.
- **Conduct a raffle.** This can work very well if you get something good to raffle. Get a company or an individual to donate the goods. At one school, they raffled off a prime faculty parking space and made A LOT of money.
- **Sell T-shirts, sweatshirts and jackets.** They do not have to say anything about Silver Wings on them. Design a special AFROTC T-shirt or jacket, pre-sell them to cadets and then handle pick-up and delivery (for example, the Top 10 Reasons to be an AFROTC Cadet).
- **Car or plane wash.** Do the traditional car wash or go to your local small craft airport and wash the private pilots' planes for a donation. These people are generally VERY grateful.
- **Clean up after a sporting event.** Stadiums are always a mess after a game and athletic departments will sometimes hire student organizations to clean up the mess.

- **Have a meal fund-raiser.** Have a pancake breakfast, spaghetti dinner, or a chili cook-off and invite cadets and their friends to come. Charge a couple of bucks a head and watch the dollars roll in. Few college students will turn down a cheap meal that they do not have to cook and it also makes a great social event.
- **Sell programs at a sporting event.**
- **Soda Sale** – If your detachment has a cadet lounge with a refrigerator, stock the refrigerator with sodas and sell them on the honor system.
- **Recycling Can Drive.** Collect bottles and cans from the campus housing and apartments near campus following the weekend parties. Turn these in at the recycling center for cash.

**ATTACHMENT 4: SAMPLE RECRUITING LETTER**

Dear Student:

I would like to take this opportunity to invite you to join the \_\_\_\_\_ Chapter of Silver Wings. Everyone is welcome to join. Silver Wings is a national, co-ed, professional organization dedicated to creating proactive, knowledgeable, and effective civic leaders through community service and education. Our goals are Personal and Professional Development of our members along with increased Civic Awareness. Silver Wings is closely affiliated with Arnold Air Society, an AFROTC cadet organization.

If you have considered getting more involved with the campus or community this is your opportunity. Plans are currently being made for community service and social events.

To become a member of the \_\_\_\_\_ Silver Wings you will need to complete the following:

- A membership orientation workshop (see below),
- Service on a project planning committee,
- Participation in at least one project which you were not on the planning committee,
- Payment of National, Regional, and Chapter dues.

Once you complete these four steps you will be an active Silver Wings member

The membership workshop for the spring semester will be held Sunday, February 27<sup>th</sup> from 2 p.m. to 6 p.m., please meet at the \_\_\_\_\_. We have lined up guest speakers and dinner will be provided, it will be fun and educational.

If you have any questions please do not hesitate to call me at home (555) xxx-xxxx.

Sincerely,

Amanda McRoberts

\_\_\_\_\_ Silver Wings President

**Figure 3: Recruiting Letter**

**ATTACHMENT 5: SAMPLE NEWSPAPER ARTICLE**

Silver Wings is a national, co-ed, professional organization dedicated to creating proactive, knowledgeable, and effective civic leaders through community service and education about national defense. Members of AFROTC and civilians are invited to join. Silver Wings gives its members an opportunity to gain valuable leadership and networking experience through campus events and the Regional and National Conclaves with other Arnold Air and Silver Wings chapters. Through Silver Wings you can show your support of the Air Force and have fun through numerous social and community service events. There are four steps to becoming a Silver Wings member. 1) Participate in a military education workshop 2) Serve on a project planning committee 3) Participate in at least one activity which you were not on the planning committee for 4) Payment of National, Regional, and Chapter Dues. The Silver Wings orientation workshop will be held on Saturday, February 26<sup>th</sup> from 10 a.m. to 4 pm. If you have any questions please feel free to call Amanda McRoberts, Silver Wings President, at \*\*\*-\*\*\*\* or \_\_\_\_\_.

**Figure 4: Newsletter Article**

## ATTACHMENT 6: AGENDAS AND MEETINGS

### Agendas

An agenda is the basic outline of the items, which need to be discussed at the meetings. Use it as a checklist. A copy of the agenda should be distributed to attendees or posted for all to view. The easiest way to prepare an agenda is to keep a list of items that need to be discussed. Each item on the list should be prioritized in order of importance. The items should be then categorized according to the standard agenda format, shown below. Anything that is not discussed due to time or that is tabled before the members make a final decision will be on the next meeting's Old Business list. Two important tips to remember are always consult with your officers to make sure you have all the items that need to be discussed at the meeting and ask members to turn in items of business prior to meetings. This allows you time to schedule these items and to get a feel for the length of time that can be spent on each. This will ensure that the meeting does not run over the allotted time.

### Order of Business

1. Call to Order -- For example, "This meeting will now come to order."
2. Roll Call --You can call each member's name or pass a sign-up sheet around the room.
3. Minutes from the last meeting --This can serve to remind everyone what happened at last meeting and help inform those who missed.
4. Officer or Committee Reports
  - Treasurer – Reports on chapter finances
  - Project Committees – Report on plans for the chapter's upcoming projects
5. Special Orders—Important business previously designated for the meeting. For example, the chapter by-laws may require that nominations for officer elections be taken at the 3<sup>rd</sup> meeting before the end of the term.
6. Old Business—Unfinished business left over from a previous meeting.
7. New Business—Introduction of new topics from the floor.
8. Announcements
9. Adjournment

### Parliamentary Language

Definitions of parliamentary terms like motions, amendments, majority votes and quorums are covered in the Silver Wings Associate Member's Guide. This document can be downloaded from the national Silver Wings web site or printed from the AAS-SW Manuals CD-ROM. Arrange a workshop for members to learn this information so that everyone is comfortable with the language of the business meeting. The chapter President and Parliamentarian (usually the Vice President in new or small chapters) should also read *Robert's Rules of Order Revised* in order to fully understand the procedures for the meeting. A few tips are given here.

### Course of a Motion

1. A member rises and addresses the chair.
2. The chair recognizes the member.
3. The member states his/her motion
4. Another member seconds the motion. (The chair should prompt the audience for a second if necessary)
5. The chair states the motion to the assembly (for clarity and to make sure that all members heard the motion).
6. Members discuss or debate the motion, if debatable.
7. The chair restates the motion.
8. The chair takes the vote or directs the parliamentarian to take the vote
9. The chair announces the result of the vote.

### **Decorum In Debate**

1. Debate should be pertinent to the immediate pending question.
2. All remarks should be addressed to the chair. Never intentionally insult another member. If your comments are negative, try to use generalities, rather than names. Try to make positive statements, if at all possible.
3. Always be courteous in both speech and deportment.
4. If at any time the chair rises to state a point of order, give information, or otherwise speak within his/her privilege, the member speaking should take his/her seat until the chair has been heard.
5. During debate, and while the chair is speaking, or the assembly is engaged in voting, no member is permitted to disturb the assembly by whispering, walking across the floor, or in any other way.
6. The chair rising to take the vote closes debate on a question. After the vote is taken, debate cannot be reopened.
7. It is a general rule that no member of the assembly is present when any matter relating to him/herself is under debate. This refers to motions to revoke membership or reprimand a member for disorderly conduct, or officer elections, etceteras.
8. Debate is the correct time to propose amendments to a motion or resolution, not during questions and answers.

### **Nominations**

1. Do not require a second.
2. Are in order following a call for nominations by the chair.
3. Are repeated by the chair and recorded by the secretary.
4. Can be closed by a motion that requires a 2/3 vote.
5. Can be reopened by a majority vote.

### **Voting**

1. While no member can be compelled to cast a vote, it is the duty of each to participate in the decision of the body.
2. A member can change his/her vote prior to the announcement of the vote. Once the vote has been announced, a change in vote may be made only if general consent is given. A secret ballot vote may not be changed.
3. All motions are classified either debatable or un-debatable. Un-debatable motions are voted on immediately, after the chair states the motion.
4. Unless the chapter by-laws specify otherwise, the chair is allowed to vote on any question. However, it is wiser to avoid showing partisanship unless there is a tie and the chair's vote will change the result.
5. To approve the minutes from the previous meeting, no motion is required. The chairman states, "If there is no objection, the minutes stand approved as read (or corrected)."
6. Abstentions are treated as blanks or non-votes. To calculate the number of votes necessary for a majority or 2/3 majority, these should be subtracted from the number of votes cast.

### **Types Of Voting**

1. Voice or acclamation
2. Show of hands
3. Secret Ballot
4. Roll Call
5. Proxy

**Tips For The Parliamentarian**

1. Have a flexible agenda
2. Allow time for questions
3. Treat all members of the general assembly with respect
4. Smile. Do not be negative
5. Look at the member who is addressing the chair
6. Be professional and impartial
7. If a question is raised that cannot be answered, assure the member that the matter will be addressed and attempt to find the answer once the meeting is adjourned.
8. Ask for opposition. Debate is the time that differing opinions should be voiced, **NOT AFTER THE MEETING!**
9. Encourage participation
10. Be confident. Let the members rely on your ability to run the meeting. If a mistake is made, do not dwell on it.