

TABLE OF CONTENTS

(Ratified by the Board of Directors February 17, 2001, unless otherwise noted)

INTRODUCTION, DISTRIBUTION, BACKGROUND, AND MANUAL CHANGES iii

DUTIES AND RESPONSIBILITIES OF NATIONAL OFFICERS AND DIRECTORS

Officers (Elected)	
Chairman of the Board	1-1
President	1-6
Secretary	1-10
Treasurer	1-12
Officers (Appointed)	
Chaplain	1-14
Executive Director	1-15
Directors	
Elected and Appointed	1-17
Emeritus	1-18
Ex Officio	1-19

DISCIPLINARY PROCEDURES

State Organization and Chapter Charter Suspension	2-1
Original Jurisdiction	2-2

RESPONSIBILITIES OF THE BOARD OF DIRECTORS AND COMMITTEES

Board of Directors	3-1
Executive Committee	3-3
Executive Director Search Committee	3-4
Finance Committee	3-5
Audit Committee	3-6
Constitution Committee	3-8
Long-Range Planning Committee	3-9
Membership Committee	3-10
Nominating Committee	3-11

RESPONSIBILITIES OF ADVISORY COUNCILS

Air Force Reserve Advisory Council	4-1
Air National Guard Advisory Council	4-2
Civilian Advisory Council	4-3
Enlisted Advisory Council	4-4
Company Grade Officers Council	4-5
Veterans/Retiree Advisory Council	4-6

RESPONSIBILITIES OF REGION PRESIDENTS, STATE ORGANIZATIONS AND CHAPTERS

Responsibilities of Region Presidents, State Organizations and Chapters	5-1
---	-----

RULES AND PROCEDURES

National Convention	6-1
Nominating Committee	6-10
Credentials Committee	6-14
Election of Voting Directors	6-15
Attendance Requirements - Voting Directors	6-16
Election of National Officers and Directors	6-17
Should a National Convention be Cancelled	

EXPENSE REIMBURSEMENT POLICIES

Officer Expense Reimbursement Policy	7-1
Region President Expense Reimbursement Policy	7-4
Board and Committee Member Expense Reimbursement Policy	7-6

INTRODUCTION

This manual contains operational Air Force Association rules and procedures which expand upon and amplify the provisions of the Association Constitution. In cases where any conflict exists, the Constitution will govern as determined by the Executive Committee with the advice of the Constitution Committee.

DISTRIBUTION

Members of the Board of Directors and the Presidents of the Regions, States and Chapters will receive this manual upon election to office. This manual will be distributed as further required.

CHANGES TO THIS MANUAL

Proposed changes to this manual may be initiated by any member of the Association through the Resolution process.

Changes to this manual will be approved by the Executive Committee and ratified by the Board of Directors unless otherwise specified, and when required, presented to the Convention for final approval.

Exceptions are as indicated below:

Duties and Responsibilities

Chairman of the Board	Board of Directors
President	Board of Directors
Secretary	Board of Directors
Treasurer	Board of Directors
Directors	Board of Directors
Chaplain	Executive Committee
Executive Director	Board of Directors
Board of Directors	National Convention Delegates
Executive Committee	Board of Directors
Executive Director Search Committee	Board of Directors
Audit Committee	Board of Directors
Finance Committee	Board of Directors
Long Range Planning Committee	President
Membership Committee	President
Constitution Committee	Chairman of the Board
Nominating Committee	Board of Directors

Ad Hoc Committees	Appointing Authority
All Advisory Councils	President
Rules & Procedures	
Disciplinary	Board of Directors
Nominating Committee	Board of Directors
National Convention	Board of Directors or National Convention Delegates
Credentials Committee	Board of Directors
Election of Voting Directors	Board of Directors
Attendance Requirements	Board of Directors
Congressionally Authorized Membership Percentage	Board of Directors
Expense Reimbursement Policies	
Officer Expense	Executive Committee
Region President Expense	Executive Committee
Board, Committee and Council Expense	Executive Committee

Administrative and non-substantive changes may be made by the Executive Director and the Executive Committee informed of specific changes.

A. CHAIRMAN OF THE BOARD

1. Board of Directors Meetings

- a. Designates the time and place for the meetings of the Board of Directors.
- b. Approves requests from board members to be absent from a Board of Directors meeting.
- c. Presides at the meetings of the Board of Directors.
- d. Has the authority to call a special meeting of the Board of Directors.

2. Appointments, Nominations, and Assignments

- a. Appoints the Association Chaplain, who shall be an ordained clergyman and a member of the Association.
- b. Fills by appointment, until the next Convention, any vacancy among the elected or appointed members of the Board of Directors.
- c. Fills any vacancy among the elected officers of the Association.
- d. Appoints the Chairman, (except for the Finance Committee) members, fills vacancies, and serves as a nonvoting member of the following committees which shall be known as Committees of the Board of Directors:
 - Audit Committee
 - Constitution Committee
 - Finance Committee
 - Ad Hoc Committees
- e. Appoints the Chairman and members, fills vacancies, and serves as a nonvoting member of the following committees and councils:

Air National Guard Advisory Council
Air Force Reserve Advisory Council

Civilian Advisory Council
Enlisted Advisory Council
Company Grade Officers Council
Veterans/Retiree Advisory Council

- f. Serves as Chairman of the Executive Committee, which is known as a Committee of the Board, appoints three (3) voting members of the Board of Directors to the Executive Committee and fills vacancies in such appointments.
- g. Following adjournment of each National Convention, with the approval of the Board of Directors, is authorized to appoint up to three (3) additional voting members of the board who will serve through the next Convention and will, by reason of their expertise in matters of particular and current concerns of the Association, enhance the overall effectiveness of the Board of Directors.
- h. Appoints, when required, the Chairman and members of the Executive Director Search Committee which is known as a Committee of the Board.
- i. Assigns duties of the Secretary not otherwise defined in the Constitution and the Operations and Procedures Manual.
- j. Has the authority to appoint subordinate officers as may be needed for the proper administration of the affairs of the Association.

3. Committees and Councils

- a. Specifies times and places of meetings for Committees of the Board, after due notice to the members.
- b. Has the authority to set the duties and define jurisdiction of Committees of the Board.
- c. Approves the removal of a member of a Committee of the Board or a member of a council, after receiving a recommendation from the Committee's Chairman or the Council's Chairman.

- d. Has the authority to create ad hoc committees or councils, and unless otherwise provided by the appointing authority, annually fix the number of each said committee or council, define their respective powers and duties, set the size, assign members, designate the chairman and fill vacancies. Serves as a nonvoting member of all ad hoc committees and councils.

4. General

- a. Exercises the powers and performs the duties assigned the office by the Constitution and the Operations and Procedures Manual, and shall perform such other duties related to the mission of the Association as are usually incident to the Chairman of the Board.
- b. Serves as the principal representative of the Association in all matters pertaining to its affairs.
- c. Guides the policy, philosophy and overall direction of the Association within the mandates of the Constitution, the Convention, the Board of Directors and the Executive Committee.
- d. Insures the will of the membership as a whole, within stated mandates, is faithfully reflected in the management and operation of Association affairs.
- e. Assumes the duties of the President, in the case of an absence, vacancy, or misconduct in the office of President, until such time as charges are dismissed or a new President is elected by the Board of Directors.
- f. Presides over the annual Convention.
- g. Consults with the Executive Director and the President prior to the Executive Director employing senior staff members reporting directly to the Executive Director and consultants to be placed on salary or retainer status by the Association.
- h. Submits any unresolved conflicts with the Executive Director to the Executive Committee.

- i. Develops a strong relationship with and represents the Association to Congress, as well as to industry, government and USAF leaders.
- j. Testifies or appoints others to testify before congressional committees and appointed commissions regarding AFA's position on issues of concern to the Association.
- k. Represents or appoints others to represent the AFA membership at national events of significant nature, e.g., White House breakfast meetings, Congressional receptions, DoD and USAF delegation trips, and Secretary of the Air Force and Chief of Staff of the Air Force sponsored events
- l. May meet with the Presidents of the Regions to help ensure they are accomplishing the Association's objectives.
- m. May attend and speak to AFA Regional Workshops and State Conventions or chapter functions.
- n. Communicates AFA's message on Association concerns to non-AFA entities, e.g., civic and professional organizations.
- o. Meets periodically with the Military Coalition to express AFA's position on matters affecting the membership or items of national concern.
- p. Serves on the Aerospace Education Foundation Board of Trustees.
- q. Annually reviews the performance of the Executive Director with the incumbent and then with the Executive Committee.
- r. Approves, in writing prior to, any agreements, leases, commitments or involvements of any kind or nature whatsoever of subordinate units, the direct or indirect effect of which shall be to legally obligate or constrain the Association.
- s. Signs membership services understanding of agreements programs to enhance membership benefits.

- t. Confers and consults regularly with the Executive Director in implementation of Association policies.
- u. Coordinates with Treasurer concerning the issuance and reissue of mortgage bonds relative to AFA's fixed assets.
- v. Reviews with the Treasurer, the proposed operating budgets of the Association and consults regularly with the Treasurer regarding all proposed long-term obligations of the Association.

B. PRESIDENT

(Approved by the Board of Directors February 14, 2004)

1. Board of Directors Meetings

- a. Has the authority to call a special meeting of the Board of Directors.
- b. Assumes the duties of the Chairman of the Board in case of an absence, vacancy, or misconduct in the office of Chairman of the Board until such time as charges are dismissed or a new Chairman is elected by the Board of Directors.

2. Appointments, Nominations, and Assignments

- a. Nominates candidates for Leadership Development Directors.
- b. Appoints two (2) voting members of the Board of Directors to the Executive Committee and fills vacancies in such appointments.
- c. Specifies the time and place of the meeting of the Nominating Committee.
- d. Appoints the Chairman, members, and fills vacancies and specifies, after due notice to the members, the time and place of meetings for the following committees of the Association.

Standing Committees:

Long Range Planning Committee
Membership Committee

Ad Hoc Committees

- e. Assigns the duties of the Presidents of the Regions not otherwise defined in the Operations and Procedures Manual and the Field Operations Guide.
- f. May attend White House functions, Congressional receptions, and Air Force occasions and events.

3. Committees

- a. Has the authority to create ad hoc committees, define their respective powers and duties, set the size, assign members, designate the chairman and fill vacancies.
- b. Serves as a nonvoting member of the committees (except the Executive Committee) and councils for which appointment authority exists and any authorized committee or council as to which status is not otherwise prescribed in the Constitution or the Operations and Procedures Manual.
- c. Has the authority to call a meeting of the Executive Committee.
- d. After recommendation by the committee chairman, approves the removal of a member of a committee for which he has the appointing authority.
- e. Sets the duties and defines the jurisdiction of committees or councils for which the President has appointing authority.
- f. Appoints a Credentials Committee and its chairman annually to certify Convention delegates.
- g. Appoints not less than three (3) Inspectors of Election to supervise and conduct elections if required during the Convention.

4. State and Chapter Organizations

- a. Issues charter suspension letters to a State Organization or Chapter which has been inactive or, in the case of a State Organization, which fails to maintain at least two (2) chartered Chapters, for a period of nine (9) consecutive months. After thirty (30) days, if two (2) chartered Chapters are not established or if plans for activity which are satisfactory to the President have not been adopted by the State Organization or Chapter, the President shall revoke the charter in question.

- b. Schedules and conducts the State Presidents Orientation Program to ensure quality leadership training for AFA's field leaders.
- c. Issues State Organization and Chapter Charters.
- d. Is the administrator of all chartered organizations located in other countries.
- e. Has final approval of Chapter mergers.

5. General

- a. Exercises the powers and performs the duties assigned the office by the Constitution and the Operations and Procedures Manual, and shall perform such other duties related to the mission of the Association as are incident to the office of President.
- b. Serves as the primary interface with, and manager of, the Association field activities.
- c. Articulates the established policies and objectives of the Association.
- d. Conducts the business meetings at the National Convention and presides in the absence of the Chairman.
- e. Confers and consults regularly with the Executive Director in implementation of Association policies.
- f. Consults with the Executive Director and the Chairman of the Board prior to the Executive Director employing senior staff members reporting directly to the Executive Director and consultants to be placed on salary or retainer status by the Association.
- g. Submits any unresolved conflicts with the Executive Director to the Chairman of the Board.
- h. May provide liaison to develop a strong relationship with and represents the Association to the Congress, as well as to industry, government and USAF leadership.

- i. May testify before congressional committees and appointed commissions regarding AFA's position on issues of concern to the Association.
- j. Responds to the queries and concerns from the AFA membership in coordination with the staff.
- k. Meets with the Presidents of the Regions on a regular basis to ensure they and their respective Regions are accomplishing the Association objectives.
- l. Attends and speaks to AFA members at Regional workshops and State conventions or chapter functions.
- m. Communicates AFA's message on Association concerns to non-AFA entities, e.g., civic and professional organizations.
- n. May periodically meet with the Military Coalition to express AFA's position on matters affecting the membership or items of national concern.
- o. Any unresolved conflicts with the Chairman will be referred to the Executive Committee
- p. Serves on the Aerospace Education Foundation Board of Trustees.
- q. Reviews with the Treasurer, the proposed operating budgets of the Association and consults regularly with the Treasurer regarding all proposed long-term obligations of the Association.

C. SECRETARY

(Approved by the Board of Directors February 14, 2004)

1. General

- a. Performs duties pursuant to the mandates of the Convention, the Board of Directors and the Executive Committee.
- b. Responsible to the Chairman and the Board of Directors for the discharge of all duties.
- c. Serves as a voting member of the Board of Directors and the Executive Committee.

2. Committees & Other Duties

- a. Issues the Call for Special Sessions of the Board of Directors.
- b. Ensures the timely and accurate preparation and approval of the annual Policy Papers and Resolutions, consistent with an Association policy formulation process.
- c. Presents the resolutions for review and approval to: the Executive Committee; the recommendation of the Executive Committee to the Board of Directors; and the recommendation of the Board of Directors to the National Convention delegates ensuring that each level of review and approval is based upon the latest and most accurate revision.
- d. Serves as a Member of the Board of Trustees of the Aerospace Education Foundation.
- e. Notifies Officers and Directors and State and Chapter Presidents concerning the delegate voting strength allocation, selection, and certification procedures to be followed for the National Convention.
- f. Receives "consent to serve" letters from candidates for officer or director positions.

- g. Performs other duties as requested by the Chairman.

D. TREASURER

1. Board of Directors Meetings

- a. Reports on financial condition of Association.
- b. Reports on long-range planning.

2. Committees

- a. Serves as Chairman of the Finance Committee.
- b. Serves as member of Executive Committee.
- c. May form subcommittee(s) of the Finance Committee.

3. General

- a. Exercises the power and performs the duties assigned by the Constitution and the Operations and Procedures Manual.
- b. Directs the financial affairs of the association, subject to the approval of the Board of Directors, Executive Committee and Finance Committee.
- c. Reviews with the Chairman and President, the proposed operating budgets of the Association and consults regularly with the Chairman and President regarding all proposed long term obligations of the Association.
- d. Submits proposed operating budgets to the Finance Committee for review and recommendation to the Executive Committee.
- e. Submits Finance Committee recommendations to Executive Committee for approval.
- f. Makes annual Financial Report to the National Convention.

- g. Makes required interim reports to Finance and Executive Committees.
- h. Confers regularly with Executive Director and those staff members concerned with financial affairs of the Association.
- i. Reviews insurance policies annually to determine the adequacy of coverage and reasonableness of costs relative to the Association's property (real property, personal property, business income, and crime) and casualty (general liability, workers compensation, directors and officers liability, and fiduciary liability) coverages.
- j. Confers as needed with outside investment advisors and managers.
- k. Keeps members of Finance Committee informed on any important financial matters of the Association.
- l. Serves on the Aerospace Education Foundation Board of Trustees.
- m. Performs other duties as requested by the Chairman.

E. CHAPLAIN

1. Meetings

- a. Provides invocations, memorial services, and other religious functions as directed by the Chairman.
- b. Serves as counselor to the Chairman and Board of Directors on matters involving morals, morale, and spiritual concerns of the Association and the United States Air Force.

2. General

- a. Provides invocations and other religious functions at the national level at the direction of the Chairman.
- b. Provides liaison with the Chief of the Chaplains of the United States Air Force and the various civilian religious groups when directed by the Chairman.
- c. Serves on committees or councils when appointed by the Chairman.

F. EXECUTIVE DIRECTOR

1. Performs duties pursuant to the mandates of the Convention, the Board of Directors and the Executive Committee.
2. Serves as a nonvoting member of the Board of Directors and the Executive Committee.
3. Serves as the Executive Director of the Aerospace Education Foundation.
4. Serves as the Publisher of *Air Force Magazine*.
5. Maintains liaison between Association headquarters and all elements of the Association, government, Congress, industry and other organizations.
6. Consults regularly with the Chairman and President in the implementation of Association policies.
7. Submits unresolved conflicts with the Chairman to the Executive Committee.
8. Organizes and directs the operations of the Association headquarters office and its related activities.
9. Employs and discharges all employees within established guidelines.
 - a. Fixes the rate of compensation and allowances of all employees and consultants within approved budget totals for salaries and consultant fees.
 - b. Consults with the Chairman of the Board and the President prior to employing senior staff members reporting directly to the Executive Director and consultants to be placed on salary or retainer status by the Association.
10. Prepares and submits through the Treasurer and to the Finance Committee a proposed annual budget itemizing and justifying estimated revenues and expenditures for the ensuing twelve month period.

11. Negotiates and signs agreements, leases and other commitments on behalf of the Association,
 - a. Provided that such amounts are not more than \$25,000, are within approved budget, including approved contingency funds.
 - b. Provided further that if any of said negotiations or commitments shall exceed such sum, or be unbudgeted, they shall require the prior approval of the Treasurer, the Finance Committee and the Executive Committee.
12. Makes periodic reports to the Board of Directors as to the nature and extent of staff activities in furthering the mission of the Association.
13. Responsible to the Chairman and the Board of Directors for the competent discharge of the above duties.

G. DIRECTORS

(Approved by the Board of Directors February 14, 2004)

1. ELECTED AND APPOINTED (Voting)

- a. Attends Board of Directors meetings as a voting member and participates in the deliberations on issues before the Board.
- b. Makes every effort to stay abreast of national defense matters, particularly as such matters are affected by congressional legislation, advanced technology, changes in the structure and missions of the nation's Armed Forces, etc.
- c. Supports the mission, current policies and goals of the Association by reviewing, making recommended changes to, and disseminating information on the mission, policies and goals.
- d. Establishes a rapport with their respective Region President and assists when requested. Assists regions, states and local chapters in the areas of leadership development and membership recruiting/retention. Serves on Regional Special Assistance Teams (RSAT) and with any other AFA program when requested.
- e. Actively serves on committees of the Association when requested by the appointing authority.
- f. Strives to be known by and be helpful to military and government leaders, as well as civilian leaders of their community.
- g. Participates in the activities of Association's regional, state and local chapter organizations. It is especially important for directors, especially those elected on a region basis, to attend these meetings as often as possible in order to stay abreast of issues and problems affecting the "grassroots."
- h. Imparts knowledge gained through board experience to chapter, state and region leaders. This is a special

responsibility for Leadership Development Directors who recently replaced Under-40 Directors.

- i. Supports the programs and activities sponsored by the Aerospace Education Foundation.
- j. Communicates personally to local, state and national legislators on defense matters and issues affecting military personnel.
- k. Encourages civic groups to provide platforms from which Air Force and other government leaders might expound national defense matters.
- l. Maintains close contact with the Association staff to insure currency of mailing address for distribution of materials of interest to the Association.

2. EMERITUS (Nonvoting)

- a. An honorary title bestowed on:
 - (1). Members, who have expressed a desire to remain actively involved that have served ten years at the national level, six of which were service as a member of the Board. The Executive Committee will consider such requests and forward its recommendation to the Board of Directors for approval. Any exceptions to the ten-year service qualification would require a 75% affirmative vote of the Board present and voting.
 - (2). Directors who may request Board Member Emeritus status.
- b. Board Members Emeriti provide the Association with a highly qualified group of individuals with varied experience and valued wisdom. They are expected to be strong advocates for the objectives of the Association and serve, individually and collectively, in a senior advisory and consultant status. They may also:
 - (1). Attend Board of Directors meetings and participate as desired. (Not eligible for expense reimbursement.)

- (2). Chair or serve on committees, except the Executive Committee, if selected by the appointing authority.
- (3). Serve as an appointed voting member of the Board of Directors if selected under the provisions of the Constitution.
- (4). Seek election for officer or director position and voting status.

3. EX OFFICIO (Nonvoting)

- b. Attends Board of Directors meetings as a nonvoting member and participates in the deliberations on issues before the Board.
- c. Provides expertise of their office.
- d. Actively serves on committees of the Association when requested by the appointing authority.
- e. Supports the mission, current policies, and goals of the Association and fulfills other appropriate duties and responsibilities as listed in this manual.

A. State Organization and Chapter Charter Suspension.

1. **Authority to Act.** Authority to act in this section shall rest with the chartering authority, specifically with the Board of Directors for State Organizations and the President of the Association for Chapters.
2. **Violations.** The chartering authority, after notice and proper hearing, may suspend or revoke the charter of a State Organization or Chapter which violates the Constitution of the Association, or reflects discredit upon the Association.
3. **Inactivity.** The chartering authority, without notice or hearing, may suspend the charter of any State Organization or Chapter which has been inactive for a period of nine (9) consecutive months. Said suspension shall take effect upon notification by the President, in writing, and shall be in effect for thirty (30) days. If, at the end of said thirty (30) day period, the President has not been advised that plans for activity which are satisfactory to the President have been adopted by the State Organization or Chapter, as the case may be, the President shall revoke the charter in question.
 - a. **State Activity.** Each State Organization must have a current officer roster on file, maintain at least two (2) chartered Chapters, and regularly report on its activities on behalf of the Association.
 - b. **Chapter Activity.** Each Chapter to be judged active must have a current officer roster on file, maintain the minimum number of members, and regularly report on its activities on behalf of the Association.
 - c. **Procedures.** The President may ask for a survey of the reporting records of the Chapters in the Association as a basis for initiating action under this section. In addition the State President or President of the Region in which an inactive chapter or state is located may petition the President to initiate actions under this section.

4. Governance, Records and Property.

- a. When the charter of a State Organization is suspended or revoked, the President of the Region shall receive all its records and properties and govern its affairs.
- b. When the charter of a Chapter is suspended or revoked, the person or persons designated by the President of its State Organization shall receive all its records and properties and govern its affairs. If no State Organization exists, the President of the Region shall carry out these duties.
- c. Failure of an officer of a State Organization or Chapter whose charter has been suspended or revoked to deliver its records and properties to the individual designated to receive them shall constitute the basis for a complaint as outlined in the Constitution.

B. Original Jurisdiction.

- 1. Complaints against Officers, Directors or members shall be received and considered by the next higher elected official or body as shown in the table below, who shall investigate and act thereon. All complaints under this section are to be acted upon within ninety (90) calendar days after receipt of the complaint except that the Board of Directors, through the Executive Committee, may extend this time until their next meeting.

<u>Complaint Against</u>	<u>Original Jurisdiction</u>
Chairman of the Board, President, Secretary, Treasurer	Board of Directors
Directors	Chairman of the Board
Presidents of the Regions	President
State President	President of the Region
State Elected Officer (except President)	State President

Chapter President	State President (President of the Region if there is no State Organization)
Chapter Elected Officer (except President)	Chapter President
Non-elective/Appointed Officer	Appointing Authority
Other Affiliated Members	Chapter President
Unaffiliated Members	President

2. **Complaints.** Complaints must be filed in writing with the individual or body having original jurisdiction and shall specify the alleged violation of the Constitution.
3. **Disputes Among Officers.** In the case of disputes between officers at different levels of the Association, where the table above would require the complaint to be filed with the same person against whom it is made, original jurisdiction shall rest with the next higher individual or body in the table which is not a party to the dispute. In the case of multiple, related complaints or counter-complaints, original jurisdiction shall rest with the next higher level not a party to the complaints.
4. **Suspension or Expulsion of Members.** Members may be suspended or expelled from Chapter membership and activities by the executive body of the Chapter. Members may be suspended or expelled from individual membership in the Air Force Association only by the national Executive Committee, subject to appeal as outlined below.

C. Procedure.

1. **Notification and Hearing.** The individual or body having original jurisdiction as outlined in Section B.1. and 3. above shall notify, in writing, and afford a hearing to the individual against whom a complaint is made. Said hearing shall be governed by rules prescribed by the individual or body having original jurisdiction.
2. **Rules.** As a minimum, hearings for complaints made at the Chapter, Region, State or National level as defined in Section B.1.

above (except against the national Treasurer, Secretary, President or Chairman of the Board) shall be before the appropriate executive body as outlined in the Association's manuals. In the case of the national Executive Committee, the Chairman of the Board will preside for this portion of the meeting.

3. **Board of Directors.** In the case where the Board of Directors has original jurisdiction, the Chairman of the Board shall determine whether the Board, the national Executive Committee or one or more individuals will hear the complaint, investigate and act on the matter. In the latter case, the Chairman will clearly outline the scope of authority for the designated agent. In the case where the complaint is against the Chairman of the Board, the most recent three Chairmen will be asked to investigate and recommend action to the entire board at its next regularly scheduled meeting, or at such special meeting chaired by the President as may be called in accordance with the Constitution

D. Judgment.

1. Unless otherwise specified in the Constitution or the Operations and Procedures Manual, judgment shall be by a simple majority of a quorum of the Board of Directors or body acting in the case.
2. No member shall lose membership unless the charges made have been sustained by a two-thirds (2/3) vote of the Council, Board of Directors or Committee acting in the case.

E. Appeals by Members.

1. Any member against whom any penalty is imposed by a Chapter Executive Council shall have the right to appeal to the State Executive Committee whose determination shall be final. Any member against whom any penalty is imposed by the national Executive Committee shall have the right to appeal to the Board of Directors whose determination shall be final.
2. Any officer who has been removed from office shall have the right of appeal to the next higher level as specified in Section B.1., and such appeal to be heard by the appropriate executive body or full Board of Directors as the case may be and which shall be final.

3. Pending action upon any such appeal, the judgment of the Original Jurisdiction Authority as defined in Section B.1. above, shall be effective.
4. Action of the Board of Directors or by the President, as the case may be, which removes an Officer or Director, President of a region, or a State or Chapter Officer, or imposes suspension or revocation upon a State Organization, Chapter or member shall be final.

F. Exceptions.

The provisions of Sections II. B, C, D, and E of this Manual shall not apply in the case of a State Organization or Chapter whose charter is revoked by direction of the President for inactivity, as provided in the Constitution.

A. BOARD OF DIRECTORS

1. Exercises the authority and performs the duties assigned by the Constitution and the Operations and Procedures Manual.
2. Has authority to act for the Association between National Conventions.
3. Has responsibility for the general management of the affairs of the Association.
4. Keeps a record of its proceedings.
5. May make regulations it deems appropriate for proper management of the Association.
6. May change amount of membership dues by a two-thirds (2/3) vote which shall be subject to amendment or ratification by delegates at the following National Convention.
7. Has responsibility for the financial affairs of the Association.
8. Approves Certified Public Accounting firm for the annual audit.
9. Approves employment of an Executive Director.
10. Elects a replacement in the case of a vacancy in the office of Chairman of the Board or President of the Association.
11. Elects the Leadership Development Directors.
12. Has authority to designate nonvoting Directors of the Board.
13. Approves a maximum of three annual appointments to the Board of Directors.
14. May amend the Constitution by a two-thirds (2/3) vote which shall be subject to amendment or ratification by the delegates at the following National Convention.
15. Structures or forms the Regions of the Association.
16. Fixes the time and place for the National Convention.

17. Has authority to amend or ratify Executive Committee decisions.

B. EXECUTIVE COMMITTEE

(Approved by the Board of Directors February 14, 2004)

1. Acts as an extension of the Board of Directors. Within any restrictions imposed from time to time by the Board of Directors, the Executive Committee is vested with the full power and authority of the Board.
2. Performs all functions of the Board of Directors between Board meetings. Decisions of the Executive Committee shall be by majority vote and shall be subject to confirmation, revision, or reversal by the Board of Directors.
3. Acts on recommendations concerning the financial affairs of the Association to include approving the annual budget as presented by the Treasurer and recommended by the Finance Committee.
4. Reviews all policy matters of the Association and makes recommendations to the Board of Directors.
5. Approves minimum membership requirements of a chapter located outside the continental limits of the United States.
6. With Board of Directors' approval, employs the Executive Director.
7. May terminate the employment of the Executive Director.
8. Reviews and makes recommendations to the Board on resolutions submitted by State Organizations, Chapters, Committees, Councils or Association members.
9. Reviews the Association's annual policy papers.
10. Completes the resolutions review process in accordance with National Convention Rules & Procedures.

C. EXECUTIVE DIRECTOR SEARCH COMMITTEE

1. Acts as an extension of the Executive Committee, consists of three (3) AFA members appointed by the Chairman of the Board, and makes recommendations concerning applicants seeking the position of the Association's Executive Director.
2. With the authorization of the Executive Committee, acquires the assistance of executive search professionals as may be required.
3. Presents for review and interview by the Executive Committee at least three (3) individuals for the position of Executive Director.
4. Follows procedures to protect the privacy of all applicants and the information provided by each applicant.
5. Performs other duties as may be assigned by the Chairman of the Board.

D. FINANCE COMMITTEE

11. Reviews and makes recommendations concerning the financial affairs of the Association to the Executive Committee.
12. Reviews, approves, and makes recommendations to the Executive Committee for approval of the operating budget of the Association or revisions thereto.
13. Reviews financial data of the Association and makes recommendations to the Executive Committee concerning financial planning of the Association.
14. Reports on financial matters to the Executive Committee and Board of Directors at each meeting.
15. Performs other duties that may be assigned by the Chairman of the Board.

E. AUDIT COMMITTEE

1. Acts as an advisory group to the Board of Directors.
2. Recommends to the Executive Committee the selection or termination of the independent auditor on a year-to-year basis.
3. Establishes and maintains direct contact and continuing communication between the Board of Directors and the Association's independent auditors.
4. Reviews and discusses with the independent auditor the auditors' proposed scope of the audit prior to the start of the examination and, if necessary, informs the auditor of any selected areas to which special attention should be given.
5. Discusses with the independent auditor the nature and extent of any problems that they may have experienced in completing their examination, and determines if such problems warrant the Board's consideration.
6. Reviews the results of the audit with the independent auditor, discusses the meaning and significance of footnotes to the audited figures, and obtains all other relevant information about the audit that should be communicated to the Board of Directors.
7. Discusses internal controls with the independent auditors, assesses their effectiveness and, if necessary, obtains the auditors' recommendations to strengthen such controls and improve efficiency of operations.
8. Reviews the independent auditor's current management letter and determines if management has taken appropriate action on recommendations included in the prior year's letter.
9. As necessary, assumes other responsibilities within the context of the audit examination in order to further ensure the propriety and effectiveness of accounting principles and procedures employed and the fairness of the Association's financial statements are presented.
10. Reviews selected activities other than those normally addressed by the independent auditor when directed by the Chairman of the Board and the Executive Committee.

11. Meets in executive session with the independent auditor without management being present, to provide the auditors an opportunity to report any significant observations not contained in the annual reports or management letter.
12. Reports its findings directly to the Board of Directors.
13. Performs other duties that may be assigned by the Chairman of the Board.

F. CONSTITUTION COMMITTEE

1. Provides recommendation to the Chairman of the Board for changes to the Constitution and the Operations and Procedures Manual as a result of policy changes made by governing bodies of the Association.
2. Develops a model Constitution for State Organizations and Chapters.
3. Reviews State Organization and Chapter Constitutions for inconsistency with the Association Constitution and the Operations and Procedures Manual and accepts or returns them with suggested changes.
4. Provides interpretation of the Constitution and the Operations and Procedures Manual when requested by governing bodies of the Association.
5. Performs other duties that may be assigned by the Chairman of the Board.

G. LONG-RANGE PLANNING COMMITTEE

1. Develops recommendations for changes which will service the needs and requirements of the Association during the coming two to five years.
2. Provides periodic progress reports to the President, and when required, to the Executive Committee and Board of Directors.
3. Develops a range of options which will streamline the span of control, oversight, and operational efficiency of the organization.
4. Performs other duties that may be assigned by the President.

H. MEMBERSHIP COMMITTEE

1. Reviews the membership policies of the Association and provides oversight of the administration of the membership program at the national and local levels.
2. Reports and makes recommendations to the President on the progress and relevance of existing programs and initiatives for membership development.
3. Performs other duties that may be assigned by the President.

I. NOMINATING COMMITTEE

1. Selects for the ensuing year at least one nominee for the offices of Chairman of the Board, President, Secretary, and Treasurer and at least one nominee for each vacant Director position.
2. Discusses the leadership requirements of the Association as presented by the Search Subcommittee.
3. Evaluates the candidates for nomination to determine the most qualified and best suited to meet the Association's needs.
4. Presents to the Convention the report and the nominations of the committee and reads the qualifications of the candidates, if requested, or if there is a candidate nominated from the floor for any office.

A. AIR FORCE RESERVE ADVISORY COUNCIL

1. Develops Association policy recommendations on quality of life issues which impact Air Force Reservists.
2. Identifies and prioritizes quality of life issues, driven by legislative action, which impact Air Force Reservists.
3. Identifies and prioritizes force modernization/structure and corporate issues that are vital to the Air Force Reserve as a Total Force partner.
4. Provides input, to include background information and Air Force Reserve Advisory Council (AFRAC) coordinated recommended action, to the Chairman of the Board on issues in 1 and 2 above.
5. Advocates resourcing to sustain Force Modernization to maintain a level of readiness required by the warfighting Commanders-In-Chief.
6. Supports the Association in its process of informing our elected officials on the Air Force and Air Reserve Component issues.
7. Responds to Air Force requests for study, evaluation, and/or recommendations on issues affecting Air Force Reservists.
8. Performs other duties that may be assigned by the Chairman of the Board.

B. AIR NATIONAL GUARD ADVISORY COUNCIL

1. Develops Association policy recommendations on quality of life issues which impact Air National Guard Members.
2. Identifies and prioritizes quality of life issues, driven by legislative action, which impact Air National Guard Members.
3. Identifies and prioritizes force modernization/structure and corporate issues that are vital to the Air National Guard as a Total Force partner.
4. Provides input, to include background information and National Guard Bureau coordinated recommended action, to the Chairman of the Board on issues in 1 and 2 above.
5. Advocates resourcing to sustain Force Modernization to maintain a level of readiness required by the warfighting Commanders-In-Chief.
6. Supports the Association in its process of informing our elected officials on the Air Force and Air Reserve Component issues.
7. Responds to Air Force requests for study, evaluation, and/or recommendations on issues affecting Air National Guard Members.
8. Performs other duties that may be assigned by the Chairman of the Board.

C. CIVILIAN ADVISORY COUNCIL

1. Develops Association policy recommendations on quality of life issues which impact Department of Air Force civilian employees.
2. Identifies and prioritizes quality of life issues, driven by legislative action, which impact Department of Air Force civilian employees.
3. Prepares input, to include background information, and recommend action by the Association on these issues.
4. Makes recommendations to the Chairman of the Board on policy issues which impact civilian employees.
5. Responds to Air Force requests for study, evaluation, and/or recommendation on issues affecting department of Air Force civilian employees.
6. Identifies and makes recommendations to the Association to enhance more effective involvement in the civilian employee membership in the Association.
7. Performs other duties that may be assigned by the Chairman of the Board.

D. ENLISTED ADVISORY COUNCIL

1. Develops Association policy recommendations on quality of life issues which impact the enlisted force.
2. Identifies and prioritizes quality of life issues, driven by legislative action, which impact the enlisted force.
3. Prepares input, to include background information, and recommends action by the Association on these issues.
4. Makes recommendations to the Chairman of the Board on policy issues which impact the enlisted force.
5. Responds to Air Force requests for study, evaluation, and/or recommendations on issues affecting the enlisted force.
6. Identifies and provides recommendations to the Association to enhance more effective involvement of the enlisted membership in the Association.
7. Performs other duties that may be assigned by the Chairman of the Board.

E. COMPANY GRADE OFFICERS COUNCIL

1. Develops Association policy recommendations on quality of life issues which impact Air Force Junior Officers.
2. Identifies and prioritizes quality of life issues, driven by legislative action, which impact Air Force Junior Officers.
3. Prepares inputs, to include background information, and recommend action by the Association on these issues.
4. Makes recommendations to the Chairman of the Board on policy issues which impact Air Force Junior Officers.
5. Responds to Air Force requests for study, evaluation, and/or recommendations on issues affecting Air Force Junior Officers.
6. Identifies and makes recommendations to the Association to enhance more effective involvement of the Junior Officer membership in the Association.
7. Performs other duties that may be assigned by the Chairman of the Board.

F. VETERANS/RETIREE ADVISORY COUNCIL

1. Develops Association policy recommendations on quality of life issues which impact military veterans and retirees at Federal, state, and local levels.
2. Identifies and prioritizes quality of life issues which impact veterans and retirees.
3. Defines an action plan to address the issues defined above.
4. Represents the Association on issues which impact veterans and retirees at the request of the Chairman of the Board.
5. Makes recommendations to the Chairman of the Board on policy issues which impact veterans and retirees.
6. Identifies and makes recommendations to the Association to enhance more effective involvement of the Veteran and Retiree membership in the Association.
7. Performs other duties that may be assigned by the Chairman of the Board.

A. RESPONSIBILITIES OF REGION PRESIDENTS, STATE ORGANIZATIONS AND CHAPTERS (Ratified by the Board of Directors February 15, 2003)

1. Governing Documents
 - a. Each State Organization and Chapter shall have governing documents which shall not be inconsistent with the Constitution or the Operations and Procedures Manual of the Association and shall be subject to review and acceptance by the Constitution Committee.
 - b. Chapter governing documents shall not be inconsistent with the governing documents of its State Organization.
2. Officers
 - a. Each Region shall elect a Region President for a one-year term as outlined in the Field Operations Guidebook. Region Presidents may not concurrently serve as Directors.
 - b. Each State Organization and Chapter shall have officers and a governing body as outlined in the Field Operations Guidebook.
3. Association dues are paid at the national level. Each Chapter may levy assessments or establish chapter dues within the limitations established in the Field Organizations Guidebook.
4. Region Presidents, State Organizations and Chapters shall not enter into any agreements, leases, or make other commitments which directly or indirectly legally obligate or constrain the Association without prior written approval of the President. They shall not engage in any activity contrary to, or inconsistent with, the purpose or policies of the Association.
5. Any chartered State Organization or Chapter which is separately incorporated and is using the name "Air Force Association" as part of its corporate title, shall also include the name of the state, county or city where it is located as part of its title.
6. Any chartered State Organization or Chapter which is separately incorporated shall be deemed to have agreed and consented to

eliminate the words "Air Force Association" from its corporate title in the event of revocation or termination of its charter.

A. NATIONAL CONVENTION

(Approved by the Board of Directors February 14, 2004)

1. Delegates

- a. The delegates to the Convention shall be those persons who have been duly selected or appointed as delegates in accordance with the Constitution, have registered for the Convention, and have been duly certified as delegates by the Credentials Committee. No person may participate in the business sessions of the Convention who is not a delegate as defined in the Rule, is not a national Officer or Director of the Association, or has not been expressly invited to do so by the Presiding Officer.
- b. The total voting memberships and the number of active chartered Chapters in each State Organization have been computed in accordance with the Constitution with the results set forth in the schedule attached to these Rules, except as the same may be revised by the Credentials Committee, the voting strength of each State Organization will be set forth therein.
- c. Not later than two (2) hours before the opening of the First Business Session, the Chairman of each State Organization delegation shall furnish the Credentials Committee with the names of its official delegates, shall certify that each delegate is registered for the Convention, and shall report the number of vacancies which exist in its delegation to the Convention. Also within said time period, any person who claims the right to be a delegate to the Convention but who has not been designated as such in the list of official delegates of his State Organization furnished to the Credentials Committee as foresaid, shall file with said committee a written statement to such effect, setting forth the reasons why the claim is deemed to be valid.
- d. Thereafter, the Credentials Committee shall hold such hearings as it deems necessary to determine all disputes as to the qualifications of delegates and the voting strength of the respective State Organizations, and shall submit its report at the first business session for approval. In addition, the said committee shall notify the Chairman of each delegation (who, for the purpose of this Rule, as it applies to

chartered State Organizations shall be the State President, or his designee, and, as it applies to unchartered states, shall be the person elected as Chairman by a majority of the duly selected delegates from such state) as to the number of vacancies which exist in his delegation. As soon thereafter as it is practicable, said Chairman shall notify the Credentials Committee as to the names of the delegates whom they have appointed to fill such vacancies. Upon such notifications and the approval of the report of the Credentials Committee, such appointees shall be deemed to be official delegates to the Convention. In the case of unchartered states, the appointees shall be those persons who have been appointed as delegates under the Constitution. All disputes concerning the report of the Credentials Committee, if any, shall be resolved by the President, or in his absence, by the Chairman of the Board.

2. Resolutions, Policy and Position Papers

- a. Except as provided in subparagraph “c” of this Section, the Convention will only consider resolutions and/or recommendations for inclusion in policy and position papers (hereafter referred to collectively as resolutions) which have been reduced to writing and personally delivered, by mail (as evidenced by postmark), or electronic mail to the Secretary by active State Organizations or Chapters, by standing or ad hoc committees or councils, or by voting members of the Association, no later than forty-five (45) days prior to the official opening of the Convention.
- b. Upon receipt of all proposed resolutions within the time prescribed in subparagraph “a” above, the Secretary, with the approval of the President, shall promptly refer the same to the AFA committee or council which, in his opinion, is most closely concerned with the subject matter of each particular resolution, for its comments and/or recommendations. As soon thereafter as is practicable, said committee or council shall advise the Secretary as to its findings respecting each resolution considered by it. In case of the failure of any committee or council to advise the Secretary as to its findings concerning the resolutions referred to it, as foresaid, within the time period specified above, the President and the Executive Committee shall take action on such resolutions without said committee or

council comments. The procedure provided for in this subparagraph shall not apply to the resolutions recommended for consideration under subparagraph "c" below. Resolutions shall be reviewed by the Board of Directors and submitted to the Convention together with Board recommendations.

- c. Prior to the opening of the first business session, any delegate may submit in writing to the Secretary a proposed resolution, which resolution shall hereafter be called a late resolution. The late resolution shall be reviewed by the Executive Committee and shall be presented to the Convention under New Business. Late resolutions must receive a two-thirds (2/3) vote of the delegates in attendance to be received for consideration.
- d. For the purpose of these Rules, all motions proposing that the Convention take certain action or that it express itself as holding certain views shall be deemed to be resolutions.
- e. The report of the Executive Committee shall exclude any proposed resolution duly submitted to it if in the opinion of said committee such proposed resolution (a) is repetitious of another resolution submitted to it or of any matter included in the Statement of Policy; or (b) in a proper case, is not accompanied by the requisite constitutional amendment occasioned by such resolution; or (c) is too vague and indefinite for proper consideration by the Convention; or (d) is patently unnecessary; or (e) is frivolous; or (f) proposes that this Association act unlawfully. All proposed resolutions excluded shall be returned by the Executive Committee to the State Organization, Chapter, Committee, Council, or voting member who submitted the same, together with a statement as to the reason for such exclusion.
- f. So long as the intent of an otherwise unobjectionable resolution is preserved, the Executive Committee shall have the power to revise the form thereof prior to reporting upon said resolution to the delegates.
- g. Prior to making its report to the delegates, the Executive Committee shall title each resolution which it intends to include in said report.

- h. At such time as shall be specified by the Presiding Officer of the Convention, the Secretary or his appointee shall present the Committee's report to the delegates by reading the title and text of each proposed resolution, together with such explanatory remarks as he may desire to make. After the reading of each resolution, the Secretary shall move for the adoption of the recommendation of the Board. If the resolution is duly seconded, the Presiding Officer shall then declare the resolution to be before the Convention for its consideration and decision.
- i. Notwithstanding the provisions of Rule 2h., which requires that the text of resolutions shall be read to the delegates, said reading may be dispensed with, provided copies of said resolutions are distributed among the delegates, in writing, prior to the time when they are to be considered.
- j. After all reported resolutions have been fully acted upon by the delegates, the resolutions excluded under Rules 2 b. and 2e. may be orally moved, in the identical language in which such resolutions were originally submitted to the Executive Committee, by the State Organization, Chapter, Committee or Council which, or voting member who, originally submitted the same. No resolution which was excluded because it was not submitted within the time limitations prescribed in Rule 2 may be presented to the delegates under this Rule.

3. General Voting Rules

- a. On the roll call pertaining to any question or election, the Chairman of each State Organization delegation, or designee, shall act as the official spokesman thereof, and shall in each instance announce the vote of his delegation. No designation made under this Rule shall be recognized unless it is in writing and is presented to the Chairman of the Credentials Committee prior to the commencement of the roll call upon which the designee shall act as Chairman. Designations once made, shall continue in effect unless and until State Organization delegation Chairmen shall otherwise notify the Credentials Committee in writing.
- b. Except as otherwise provided in the Constitution or in these Rules, relating to unit voting, no State Organization, Chapter

or member may delegate votes to any other State Organization, Chapter or member, by proxy or otherwise.

- c. Except as otherwise provided in the Constitution or elsewhere in these Rules, all motions, and resolutions considered by the delegates shall be determined by a majority vote of the delegates on the floor of the Convention at the time of the vote.
- d. In the case of a voice vote when the result is unclear, the vote may be re-taken by a rising vote. If the result of the vote remains unclear, the Presiding Officer shall call for a roll call vote of the delegations.

4. Nominating Committee Report and Election of Officers and Directors

a. Voting Sequence

The election shall be conducted on a single ballot with candidates listed in the following order: Chairman of the Board, President, Secretary, Treasurer, Directors at-Large, and Directors from the Regions.

b. Voting Procedures

- (1). At such time as shall be specified by the Presiding Officer, the Chairman of the Nominating Committee or his appointee, shall present the report and nominations of said committee for the offices of Chairman of the Board, President, Secretary, Treasurer, Director(s)-At-Large and Directors from the Regions by reading the names of said nominees and the respective offices for which they have been nominated, together with such explanatory remarks as he may wish to make.
- (2). At the conclusion of said report, the Presiding Officer shall call for further nominations from the floor for each office being considered before calling for the vote.

- (3). As to each of said offices with respect to which there is only one nominee and no further nominations are made, the Presiding Officer shall move the adoption of the report of the Nominating Committee, and if the motion is duly seconded and passed, the Presiding Officer shall instruct the Secretary of the Convention to cast a unanimous ballot for the nominee for said office designated by the Nominating Committee, and said nominee shall be deemed to have been duly elected by this Convention.
- (4). If there is more than one nominee for any particular office, the Presiding Officer shall, in the foregoing order, declare the election for said office to be before the Convention, and shall entertain no more than two (2) supporting speeches for each nominee, one of which may be given by the candidate. At the conclusion of said speeches, none of which shall exceed (5) minutes in duration without the permission of the Presiding Officer, the Presiding Officer shall place the election before the Convention.
- (5). Prior to the distribution of ballots to the respective delegations, the Presiding Officer shall appoint not less than three (3) Inspectors of Election from among the delegates to the Convention, none of whom shall be candidates for election by the Convention, and one of whom shall be designated as Chairman. The Inspectors of Election shall distribute the ballots among the respective delegations, count the votes, and generally supervise the conduct of the election. All questions relevant to the acceptance or rejection of the votes shall be decided by the President of the Association, or, if the President is unavailable for such purposes, by the Chairman of the Board.
- (6). Voting for the election of Directors shall be noncumulative. No delegate may vote more than once for the same candidate.
- (7). In the event of a tie, a roll call vote shall be conducted for those nominees involved in the tie; the nominee, or nominees if the situation so requires, with the majority of roll call votes shall be declared elected.

- (8). If no candidate receives a majority, the candidate with the least number of votes shall be deleted from consideration and delegates shall vote again by roll call. Voting shall be repeated until a majority is obtained.
- (9). Following the counting of votes, the Inspectors of Election shall render a written report to the Presiding Officer setting forth the number of votes which each nominee received, and the Presiding Officer, after examining said report, shall declare the nominee(s) with the greatest number of votes, to have been duly elected.
- (10). Should the delegates reject the region's candidate, the region will caucus again. They may present the same candidate or an alternate one to the delegates. Should the delegates reject a region's candidate for a second time, the seat will be declared vacant and filled according to the Constitution and Operations and Procedures Manual.

d. Assumption of Office

All Officers and Directors elected at the Convention shall assume their respective offices effective October 1, following the conclusion of the Convention.

e. General Rules

- (1). Except as otherwise provided in these Rules, the Presiding Officer of the business sessions of the Convention, shall be the President of the Association or such other person or persons as he may appoint, from time to time, to act in his place.
- (2). No delegate shall speak more than twice upon the same question, or longer than five (5) minutes at one time, without the permission of the Presiding Officer.
- (3). Except as otherwise specifically provided in these Rules, the order of business at the Convention shall be as directed by the President of the Association.

- (4). Except to present a parliamentary inquiry, a question of privilege, or a point of order, no delegate shall address the chair, while any other delegate has the floor.
- (5). Motions to table any resolution, motion or other matter which is then being considered by the delegates shall be declared out of order if (a) the party making the motion to table shall preface or support his motion by any statement against the pending resolution, motion or other matter, or (b) if the motion to table is made at a time when, in the opinion of the Presiding Officer, the opposing parties to the pending question shall not have had a reasonable opportunity to present their respective views.
- (6). After receiving advice from the Parliamentarian on any questions of procedure, the ruling thereon by the Presiding Officer shall be final, except that any delegate may appeal the ruling of the chair for decision by the delegates; provided, however, that no such ruling by the Presiding Officer may be overruled except by a two-thirds (2/3) vote of the total voting strength of the Convention.
- (7). This Rule may neither be suspended, amended or rescinded, nor may any business that is out of order under this Rule be considered by the Convention, except by a two-thirds (2/3) vote of the total voting strength of the Convention.
- (8). Except as otherwise provided in the Constitution and the Operations and Procedures Manual or in these Rules, *Robert's Rules of Order Newly Revised* will prevail during all business sessions of the Convention.

B. NOMINATING COMMITTEE

(Ratified by the Board of Directors February 15, 2003)

1. Mission

The Nominating Committee shall be responsible for nominating the best qualified individuals to serve as Officers and Directors. The Nominating Committee shall accomplish this mission by:

- a. Searching for and identifying individuals who are exceptionally well qualified and willing to serve,
- b. Soliciting from Officers, Directors, Region Presidents, State Organizations, chapters and members the names of individuals who are exceptionally well qualified and willing to serve, and also
- c. Considering fully members who volunteer to serve as an Officer or Director.

2. Membership

The Nominating Committee shall consist of the five (5) most recent past Presidents and one (1) representative from each of the regions.

- a. The region representative shall be selected by majority vote of the Region President and the state presidents within the region. The selection shall be made no later than (3) months following the annual convention.
- b. A past President currently serving as Chairman of the Board, the incumbent President, and candidates for national officer or Director will be ineligible to serve on the Committee.

3. Quorum

A quorum of the Nominating Committee shall consist of two-thirds (2/3) of its membership.

4. Meeting Time and Place

The Nominating Committee shall meet in executive session at times and places selected by the President. Notice of the

meeting(s) shall be issued at least thirty (30) days prior to the date.

5. Chairman

The most immediate Past President will be the Committee Chairman.

6. Other Committee Officials

The Chairman may appoint three (3) Inspectors of Election as necessary whose duties shall be to tally all ballots and report the results to the Chairman.

7. Nominees to be Selected

The Nominating Committee shall select for the ensuing year, at least one (1) nominee for each of the offices of Chairman of the Board, President, Secretary, and Treasurer and at least one (1) nominee for each vacant Director position. Each region which will have a director elected at the National Convention should provide at least one candidate to the Nominating Committee. In the unlikely event that no candidate is presented from a region, the committee may report "no candidates received" and provide no recommendation.

8. Search Procedures

Primary responsibility for the search function will rest with a Search Subcommittee appointed by the Chairman of the Nominating Committee. The mission of the Subcommittee is to:

- a. Search for, identify, encourage and recommend individuals who are exceptionally well qualified and willing to serve in positions of Chairman of the Board, President, Secretary and Treasurer. This function can be performed collectively and/or individually by members of the Subcommittee.
- b. Encourage Region Presidents and/or regional representatives who are members of the Nominating Committee to search for, identify, encourage and recommend individuals who are exceptionally well qualified to serve in Officer or Director positions.

- c. Encourage all members of the Association to search for, identify, encourage and recommend individuals who are exceptionally well qualified to serve in Officer or Director positions.
- d. Communicate with the Chairman of the Board and the President concerning the known and anticipated leadership needs of the Association no later than six months before the National Convention.

9. Nominating Procedures

a. Slate of Recommended Nominees

Prior to the nominating meeting, the staff shall compile, from recommendations received and submitted by the Committee, a list of the individuals recommended for nomination to each office and to the Board of Directors. Said list shall be distributed to each member of the Committee as the first order of business of the meeting. Following such distribution the Chairman shall call for further recommendations from the floor and shall add all additional recommendations to the list of nominees set forth in the distributed list and declare that for the purposes of this meeting, the Committee shall consider all names set forth on the distributed list and presented from the floor as the individuals to be considered for nomination for the offices to which they have been respectively recommended. The consent of the nominees must be obtained in writing and submitted to the Nominating Committee prior to a vote being taken thereon. Any individual who withdraws from the nomination process once a written consent form has been submitted, must do so by written means directly to the Chairman of the Nominating Committee.

b. Order of Selection

The Nominating Committee's slate of nominees for presentation to the Convention, shall be selected in the following order: Chairman of the Board, President, Secretary, Treasurer, Directors to be selected from the regions and Directors to be elected at-large.

c. Nominating Discussions

Discussions on the qualifications of each candidate shall be conducted by the Committee before voting.

10. Voting

- a.** To determine their qualifications, each candidate will be voted on separately by voice vote. Those who are deemed qualified by receiving 2/3 of the votes of the Committee present and voting shall be considered qualified.
- b.** If the first vote results in more than one qualified candidate for any open position, the committee will determine its final recommendation by a written ballot as to which candidates should comprise the final slate as determined by a majority vote of the Committee.

11. Director Eligibility

After an elected member has served a consecutive three (3) year term as a Director, that member shall not be eligible for reelection to the Board as a Director until one (1) year's absence from the Board in that position.

12. Voting Results

Voting results will be available to both successful and unsuccessful candidates by request to the Chairman of the Nominating Committee.

13. Nominating Committee Slate

As soon as possible after the meeting, the Secretary shall distribute the slate selected by the Committee to the Officers, the Board of Directors, to Region, State and Chapter Presidents, and to all individuals included on the slate. Also, for the information of the general membership, the slate shall be published in an issue of *Air Force Magazine* which is scheduled for distribution at least thirty (30) days prior to the election date at the National Convention.

C. CREDENTIALS COMMITTEE**1. Mission:**

The mission of Credentials Committee is to certify that delegates to the National Convention have been duly selected or appointed and the voting strength of each State delegation determined in the Constitution and the National Convention Rules and Procedures .

2. Membership:

The Credentials Committee consists of a Chairman and two additional members selected by the President of the Association.

3. Tasks:

The tasks of the Credentials Committee are fully set forth in the National Convention Rules and Procedures. They include the following:

- a. The Committee receives the Official Delegate Roster from the Delegation Chairman for each state and compares it to the list of registered delegates to the National Convention.
- b. The Committee will add or delete names as required so that the official roster contains the names of all individuals that are to be certified as delegates. Each official roster will note the total number of delegates present and the total allocated number of authorized delegates according to the Constitution or as revised by the Credentials Committee.
- c. The Committee will receive any written statements by members who claim the right to be designated as a delegate where a vacancy exists in a state delegation.
- d. The Committee will hold hearings as necessary to determine all disputes as to the qualifications of delegates and the voting strength of the respective State organizations.
- e. The Committee will submit its report at the first business session for approval.

D. ELECTION OF VOTING DIRECTORS

The Constitution directs that one-third (1/3) of the eighteen (18) Directors be elected at the National Convention each year. These six shall be elected as follows:

1. One (1) Director per Region according to the schedule listed below.
2. Remaining Director positions will be elected at-large by the delegates to the National Convention for a total of six.
3. The Nominating Committee should nominate at least one candidate for each vacancy.
4. Directors elected from Regions will be selected by the region caucus meeting in conjunction with the National Convention and ratified by the convention delegates.
5. Regions will elect Directors according to the following schedule which will repeat every third year thereafter.

2002	2003	2004
Northeast	Central East	New England
Southeast	North Central	Florida
Great Lakes	Rocky Mountain	South Central
Southwest	Far West	Midwest
Northwest	Texoma	At-Large
At-Large	At-Large	At-Large

E. ATTENDANCE REQUIREMENTS - VOTING DIRECTORS

Any voting Director who shall miss two (2) consecutively scheduled Board meetings without prior excuse by the Chairman of the Board shall be removed from the Board of Directors. Board members so removed cannot be reappointed but may be reelected at subsequent conventions.

F. ELECTION OF NATIONAL OFFICERS AND DIRECTORS SHOULD A NATIONAL CONVENTION BE CANCELLED (Approved by the Board of Directors September 14, 2002, and the Delegates on September 15, 2002)

1. The Board of Directors, after consultation by electronic or other means, shall direct that the elections of National Officers and Directors be held by written ballot from each of the states.
2. The President of each State shall serve as the Chairman of the State for purposes of this election. For those States without a State Organization, the Region President will function in this capacity. The State or Region President to serve shall be that individual whose term ends at the end of the operating year in which the election is conducted. A designee may be appointed to serve as Chairman for the election provided the AFA Executive Director is notified in writing of the appointment.
3. As soon as practicable after the decision of the Board, the report of the Nominating Committee shall be sent to the Chairman of each State. It shall list the candidates for each of the National Officer positions, candidates for the office of National Director from the Regions and candidates for the vacant position(s) for National Director to be elected at-large. This notification shall be sent by mail as well as by electronic means.
4. Each State will be afforded two (2) weeks from the date the Nominating Committee report is sent out to identify additional nominees for any position. If there are such, the AFA Executive Director shall immediately be informed and provided with the following:
 - a. A statement of nomination of that candidate by a member of the Association
 - b. A second to that nomination by a member of the Association
 - c. A consent to serve by the nominee
 - d. Biographical information for inclusion in the ballot package and for posting on the AFA Web site.

Initial notification should be by the most expeditious means available. Items a through c above must be signed and in

writing and received no later than one week following the end of the notification period by either mail or electronic means. Biographical information should be sent electronically if possible.

5. Biographical information on additional candidates shall be provided the State Chairmen immediately by mail as well as through electronic means if possible.
6. Each State Chairman shall be provided a single ballot containing the total voting strength for the state and listing all elective positions open and all candidates for each position as follows:
 - a. A section listing candidates for uncontested National Officer positions. This provides a place for the State to indicate it votes to adopt the report of the Nominating Committee for each candidate.
 - b. A section listing candidates for contested National Officer positions.
 - c. A section listing candidates for National Directors to be selected from the Regions so they may be ratified.
 - d. A section listing candidates for National Directors to be elected at-large
 - (1) If there are two vacant positions, this section will include the instruction, "Voting for the election of Directors shall be non-cumulative, which means that no delegate may vote more than once for the same candidate."
 - (2) The instructions will also state that a delegate may vote for no more than two candidates to fill the two vacant positions.
 - e. Voting strength shall be that computed for the states as of the end of the most recent quarter, providing that quarter ended at least 30 days prior to the date the ballots are mailed. Otherwise the previous quarter totals will be used.
7. The Chairman of the State shall poll the chapters to arrive at the total vote for the state. The method of such polling is left to the

discretion of the State President in consultation with the State Executive Committee. States may record separate totals for several candidates or agree to vote the entire State as a unit. No one candidate may receive more votes than the total number of authorized votes for that State. Ballots will be due to National two weeks after they are mailed to the States.

8. The ballots shall be returned to the designated address at the Air Force Association by the date specified. Ballots may be mailed or faxed. Mailed ballots should be returned by overnight mail so they can be tracked. If the ballots are mailed, the State Chairman should keep a copy of the ballot and be prepared to fax it to National should that be required. Ballots that are improperly marked or received after the due date shall not be counted.
9. Ballots shall be counted at National Headquarters by a panel of three (3) Inspectors of Election selected by the President. Use of local members will be encouraged as most expeditious. Results shall be announced promptly upon completion of the balloting.

A. REIMBURSEMENT POLICY FOR THE FOUR ELECTED OFFICERS AND EXECUTIVE DIRECTOR OF THE ASSOCIATION

(Approved by the Executive Committee December 16, 2000)

1. Introduction

- a. The four (4) elected officers, Chairman of the Board, President, Secretary and Treasurer of the Air Force Association along with the Executive Director, often are invited to represent the Association at functions relating to their respective activities. In addition to travel to National Conventions, committee and council meetings, plus national seminars and symposia sponsored by the Association, such invitations often include those sponsored by Regional, State and Chapter groups, by civic or other military oriented organizations. With the exception of the Executive Director these individuals are volunteers and their time to visit these organizations is limited.
- b. However, if their presence at a function is deemed to be in the best interest of the Association, they should be encouraged to accept such invitations with travel and related expenses being reimbursable, budget provisions permitting.

2. Guidelines for Travel

- a. For the four elected officers, final decisions regarding acceptance and necessary travel shall be the responsibility of the Chairman of the Board. In addition, the Executive Director will also coordinate his acceptance and travel with the Chairman of the Board.
- b. The Executive Director shall coordinate all official invitations and provide the Chairman of the Board his assessment and/or recommendation as to the relative importance such participation will be to the Association. Considerations in this regard shall be:
 - (1). The nature of the invitation or proposed visit.

- (2). The benefit to the Association and to the party extending the invitation of having a national officer present.
 - (3). The estimated time such participation shall require.
 - (4). The extent of participation (number of elected officers and/or staff).
 - (5). Funding available to cover necessary expenses.
- c. Travel arrangements and hotel accommodations shall be made on the following basis:
- (1). Airline and railroad reservations should be made taking full advantage of the many discount fares offered by carriers. If a discount fare is not available, regular coach will be arranged. First class travel will not normally be allowed. The traveler may upgrade such travel to first class, providing the cost to upgrade is borne by the individual involved. When traveling overseas, upgrade to business class is authorized.
 - (2). Reimbursement for personal vehicle use will be in accordance with the IRS standard mileage rates.
 - (3). Moderately priced hotel rooms shall be used at all times.
 - (4). A hotel suite may be authorized for the President and/or Chairman of the Board under those conditions when tradition dictates such as during the National Convention, national symposia, separate meetings of the Board of Directors and other situations where in room entertainment is required.

3. Spouses

On those occasions when it is in the best interest of the Association to have a spouse accompanying the Chairman of

the Board, President, Secretary, Treasurer or the Executive Director, transportation, meals and lodging expenses shall be reimbursable consistent with the intent of the provisions contained in these Travel Guidelines. In addition, the elected officers and the Executive Director may be compensated for any income tax liability associated with the reimbursement of spousal travel. (Note: Approval of spousal travel and compensation for tax liability was reviewed and approved by the Executive Committee at its February 1995 meeting.)

4. Meals and Other Expenses

When considered to be in the best interest of the Association, reimbursement shall be made for reasonable meal expenses while on Association business. In addition, other related expenses incurred by the elected officers and the Executive Director while performing Association business are authorized.

5. Approval of Travel and Related Expenditures

Elected officers shall be responsible for submitting the appropriate expense vouchers to the Association's headquarters along with copies of receipts for travel, hotel, meal and entertainment costs. These vouchers will be reviewed for consistency by the Executive Director. Approval of expenditures for elected officers shall be the responsibility of the Chairman of the Board. The Chairman of the Board will review and approve the Executive Director's expense reports. In addition, the Chairman of the Audit Committee will annually review the elected officers and the Executive Director reimbursement requests to determine if they are prudent and within reason. A report of the findings of the Audit Committee Chairman shall be made to the Board of Directors.

B. REIMBURSEMENT POLICY FOR REGION PRESIDENTS**1. MEETINGS**

Region Presidents will be reimbursed for meetings of any national committees or councils of which they are members according to policies established for those bodies.

2. REGIONAL EXPENSES

- a. Each Region President has an allocation available to help defray approved expenses. The maximum annual reimbursement is \$2,400. This amount may be exceeded only if approved by the Association President prior to the excess expenses being incurred.
- b. Reimbursable expenses are limited to those of the President incurred in connection with Association activities or programs held within their region. Expenses outside the region may be approved in advance by the Association President if the occasion is deemed beneficial to the Association.
- c. Final review and approval of the Region President's expenses rest with the National President. However, to eliminate unnecessary delay in processing expense vouchers, the National President has given the staff Director, Membership Operations, the authority to give immediate approval to routine items such as telephone calls, travel, hotel and meal expenses. Other items of expense must be approved by the National President before they can be paid.
- d. The following are items which will be routinely disapproved.
 - (1). Costs of attending meetings of the President's own chapter, civic club, and other local events that they attend regularly, and not in an official sense.
 - (2). Wages, salaries, or commissions lost as a result of participation in Association activities.
 - (3). Mileage charges which exceed the air coach fare.

3. CLAIMS AND REPORTS

- a. Presidents need not report their expenses if they do not claim reimbursement. If reimbursement is claimed, the request is due to the department of Membership Operations 15 days following the close of each calendar quarter. Each claimed item must be explained and justified including the background of the expense (the date, amount, purpose, place, and names and titles of those involved). Receipts must be attached for all hotel, airline, rental car, or train expenses, regardless of the amount, and for all other cash disbursements of \$25 or more. Telephone expenses should be detailed as to the name of the person called, the purpose of the call, and the cost. Vouchers which do not contain a detailed explanation of each item of expense, or are not accompanied by required receipts, or are not signed, cannot be honored for reimbursement, and will be returned for the required information.
- b. Any claim for reimbursement must also be accompanied by a quarterly report of their personal activities on Association matters within their respective regions. The report should include the date, place and nature of the activity and people who attended and is due at the same time as the request for reimbursement. Such a report is appreciated even if expense reimbursement is not being claimed. The report can be informal and should be addressed to the Association President at headquarters, c/o Membership Operations Department, Attn: Director.

C. REIMBURSEMENT POLICY FOR MEMBERS OF THE BOARD OF DIRECTORS, COMMITTEES, COUNCILS AND THE HEADS OF STATE DELEGATIONS

(Approved by the Executive Committee December 2, 2002)

1. The following travel and per diem policy is in effect for reimbursement of expenditures and payment of per diem relating to official Air Force Association travel. The purpose of these reimbursements is to defray a portion of the expenses of members of the Board, Committees, Councils and Heads of State Delegations to the National Convention. Reimbursement requests are to be submitted within 30 days of the date of meeting.
2. Expense Reimbursement: Actual expense incurred will be reimbursed to a maximum of \$135 per meeting day. The National Chairman of the Board or the National President may authorize an increase where the hotel rate exceeds \$135. Receipts for lodging are required, but receipts are not required for meals and miscellaneous expenses that are under \$25. However, such meal and miscellaneous cost must be itemized on the reimbursement form.
3. Transportation: Actual transportation costs (air fare, private auto, train, etc.) will be reimbursed to a maximum of \$525. Auto mileage will be computed at the IRS Standard Rate subject to the \$525 maximum. Airline ticket stubs are required for reimbursement of air fares.
4. Local travel (home to airport, airport to meeting location, etc.) via taxi, bus or private auto will be reimbursed as part of the transportation allowance, subject to the \$525 maximum. Receipts are required for taxis and other commercial transportation.
5. Meeting Day Definition: A "meeting day" is one in which members attend a scheduled meeting as an official member of a board, committee, council, or attended an official function authorized by the President. A per diem will be paid for a non-meeting day when it is cost effective for the Association to do so. However, a request for an additional per diem must be made along with the explanation of the reason for the additional costs on the voucher.

- a. For example: if a committee member has a meeting on Friday but stays over Saturday, a non-meeting day, to take advantage of the special airline discount. In this case an additional per diem will be paid if the net expense is less. Therefore, a meeting scheduled on a Saturday does not result in a double per diem.
 - b. If an individual has meetings on non-consecutive days, a per diem will be reimbursable for the day(s) between meetings unless transportation costs would be less.
 - c. An additional day of per diem is authorized if a meeting is scheduled to begin and end so that it is not practical for the individual to travel to the meeting site or return home on the day of the meeting. An example: if a committee member lives in California and the meeting is scheduled from 8:30 a.m. to 5:00 p.m. in Washington, DC, a second day would be authorized.
 - d. The National Convention business session is considered an official meeting for the Head of the State Delegation.
- 6 Exceptions to this policy must be approved in advance by the National Chairman of the Board or the National President, whichever ever is applicable.