RESERVE
OFFICERS
ASSOCIATION
OF THE
UNITED STATES

DEPARTMENT/ CHAPTER HANDBOOK

OPERATIONS SERIES

JULY 2000

PREFACE

This handbook, first issued in 1995, has been revised and reissued under the present 2000 cover. It is to serve as guidance for department and chapter leaders. An effort has been made to make it a working document. For example, the Table of Contents not only gives the titles of sections and respective page numbers, but also shows which positions are elective. The sections themselves suggest specific activities for each officer and committee person. Use this handbook as a working document.

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RESERVE OFFICERS ASSOCIATION OF THE UNITED STATES

DEPARTMENT OPERATIONS HANDBOOK

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INTRODUCTION

This handbook is for officers in departments and chapters to use in developing operating documents and to assist in delineating the functions and activities of those who participate in the affairs of their respective organizations. It provides an outline for administration and management of these organizations to ensure continuity of operations where selected activities may require an extended period of time to reach a stated goal.

The handbook is intended to be used to assist local leaders in developing procedures, policies and programs in support of ROA goals and objectives and to simplify department and chapter operations. For precise statements of ROA organization and rules, consult the Constitution and By-laws and official records of proceedings of the National, Departments and Chapters of ROA.

Departments and chapters are encouraged to tailor specifics provided in this document to their requirements, which, in part, may be defined by their own demographics, geography, communications and other factors.

ORGANIZATIONAL ROLES

ROA is a national organization and not a confederation of chapters and departments. It is also is a three-tier grassroots organization built around chapters, departments and national level activities. Each level has distinct roles to play to ensure the attainment of ROA's roles and objectives. The accomplishment of ROA's mission requires organized strength, which, in turn, depends on a strong infrastructure for sustained performance and direction.

The chapter is the grassroots entity of ROAand is the heart of the organization. As the working unit of ROA, it has great freedom in determining its programs and priorities and provides the basis for establishing ROA's goals and objectives. It carries out activities within the framework of the department and National constitutions, by-laws and written operating guidance.

The department is the mid-level organization of ROA and serves as the bridge between the chapter and the National organization. The department represents its chapters at two major annual National meetings, Mid-Winter Conference and National Convention. The department provides general guidance to chapters.

The National is the highest level organization of the ROAand serves as the coordinating body for ROA. National establishes policies, plans and programs, announces vital guidance for departments and chapters, and executes National level activities as determined by the membership and elected leaders.

DEPARTMENT GOALS

Department goals are established to conform to guidance provided by National. They are established to ensure that ROA meets its congressional mandate to "...support a military policy for the United States that will provide for adequate national security and to promote the development and execution thereof."

A department should be so organized by its leadership that it can:

1. Provide both the department and its chapters with guidance and support to promote the goals and objectives of ROA and sustain strong chapters with active programs.
2. Carry out such management activities which are necessary for the orderly operation of the department. Included are the preparation of reports, maintenance of records, safeguarding and accounting of funds, and other administrative activities as determined by the membership and National.

3. Develop officer leadership programs with emphasis on the junior officer to carry on the ROA mission in future years.
4. Publish, disseminate and discuss vital national security and ROA issues to establish forthright membership positions, as well as maintain timely communication among chapters on administrative and other matters.
5. Adopt resolutions.
6. Provide a means to maintain continuity from year to year of sustainable policies and procedures.
7. Provide effective communications, and using on-line services and other means, upgrade systems to be compatible with National, as well as improve the capabilities of chapters to utilize electronic means of communications.

DEPARTMENTORGANIZATION

The Department
Typically, a department is organized with a president, service sections, staff officers and committees. It may also establish a president-elect, vice presidents with specific functional responsibilities for purposes of coordination or other reasons, and an executive director to assist in the management and administration of certain activities. With reference to the Table of Contents, a listing of officers and their duties is given elsewhere.

Executive Council–Governance
Governance between annual Department Conventions is generally provided by an Executive Council and is established by constitution. The members generally include all department officers and chapter presidents or a designated chapter representative. The constitution may empower the Council to act on all matters coming before the department with the exception of resolutions; or it may permit the Council full authority. It should reflect one or the other condition.

The Executive Council–Responsibility
The Council administers the business of the department. It approves the budget and other administrative matters. Meetings are open to observers, although voting is restricted to those who, by election to office, represent the membership.

Executive Council Meetings
The Council meets periodically to conduct business. It is suggested that it meet immediately following the election of officers at the time of the departmental annual meeting. In addition, it should meet at least twice more

during the year, and these meetings should be scheduled so that National awards, resolutions and other matters which have time constraints at the National level can be acted upon in advance of two ROAmeetings: the Mid-Winter Conference and the National Convention.

Executive Council Composition

Depending upon the number of chapters in a department, the road travel time it takes to get to the location of meetings, the number of meetings held during a year and other factors, one of two organizations can be established. The first is composed of all department elected officers, the congressional district coordinator, senatorial liaisons, who shall be entitled to vote, and department secretary/treasurer, who shall not be entitled to a vote. This group may be charged with carrying out the administrative functions of the department, but must bring actions such as resolutions, budget approval etc. before the full body at the Department Convention or other meeting. This may require the establishment of a Department Council having authority to pass resolutions.

The second organization is composed of the foregoing officers and chapter presidents, or their delegated representative, who are also entitled to vote. This body may be entitled to a full range of action.

DEPARTMENT OFFICERS
Duties and Responsibilities

President

1. Presides at all Department meetings.
2. Visits chapters and/or assigns another department officer, such as a vice president, to visit certain chapters with the objective that each chapter is visited at least once during the year.
3. Attends the National Convention and Mid-Winter Conference and heads the department delegation at these events.
4. Receives immediate past president's report to ascertain programs requiring continuation either by stated policy or by the timeliness of an activity.
5. Meets and counsels with newly elected vice presidents prior to end of convention on positions for appointment to certain offices and committee chairs; the Nominating Committee may provide recommendations.
6. Ensures communication with vice presidents and other officers.
7. Provides vice presidents with direction and scope of activities, and monitors activities of committees.
8. Makes all appointments to positions.

9. May make interim appointments for elective positions unfilled at the end of the Department Convention, to be ratified at the next Executive Council meeting.
10.Develops, in conjunction with the Executive Council, new programs to advance the objectives of the department.
11. Reports periodically on the state of the department and renders a final report during the annual convention.
12. Insures that the department obtains and maintains a computer/software system, which is compatible with National, in order to service its members.
13. Provides budget input.

President-Elect (where sanctioned by the Constitution)
1. Shall be installed as the president at the next Department Convention.
2. Works closely with the department president and other officers and may be appointed as chairperson of a specific committee, such as Chapter Activities.
3. Accompanies the president on chapter visits.
4. Is an ex-officio member of committees, such as Legislative and Membership.
5. Plans and executes a leadership workshop for department and chapter officers and committee chairs.
6. Attends National meetings.
7. Provides a year end report.
8. May have budget input.

Secretary (similar for Executive Director)
1. Prepares minutes and distributes within 30 days of all meetings of the Executive Council and other departmental meetings.
2. Performs administrative tasks not otherwise charged to individual officers and committees.
3. Maintains the department records.
4. Provides the central communication link for correspondence with the chapters and department officers and committee chairs.
5. Is the custodian of the Department Constitution and By-laws, together with amendments, thereto, and ratified resolutions and/or policy statements affecting the management and operations of the department, and shall provide, within 60 days of passage of any additions or changes, an updated copy to each member of the Executive Council.
6. At the end of each year provides minutes of all proceedings, bulletins, newsletters and other pertinent information to the department historian.
7. Makes available to each chapter copies of all forms required by the department and National so that each chapter will be able to retain, for their file, a copy of

each form.
8. Is an ex-officio member of the Membership Committee to assist with mailings and other matters affecting current, delinquent, former and new members.
9. Consolidates all chapter periodic reports and provides statistics on chapter and department activities.
10. Prepares and transmits reports to National ROA.
11. Attends National meetings.
12. Provides budget input.
13. Is computer literate, and can provide much of the above described information by electronic/computer means.

Service Section Vice Presidents
1. Works closely with the department president.
2. Assists the president in chapter visits.
3. Develops programs to foster leadership within the section to prepare for positions of responsibility with the department.
4. Plans for and presides at section meeting conducted during departmental events.
5. Coordinates activities related to National junior officer awards as may be required.
6. Fosters contact with active reserve, Guard (if applicable) and ROTC leadership within the department (state).
7. Maintains liaison with National branch staff and National section elected officers.
8. Ensures that the congressional district/area coordinator and Senatorial Liaison are aware of matters affecting reserve legislative matters.
9. Participates in the departmental awards program.
10. Attends National meetings.
11. Provides year end report.
12. May have budget input.

Service Section Junior Vice Presidents
1. Presides at service section meetings in the absence of section vice president.
2. Assists section vice president in coordinating section activities.
3. Provides focus for junior officer development programs, including receiving nominations from chapters for departmental support in sending junior officers to National meetings and/or departmental meetings.
4. Attends National meetings.
5. Provides year end report.
6. May have budget input.

Treasurer
1. Receives and deposits all receipts.
2. Makes all disbursements after receiving vouchers

supported by receipts or other written explanation.
3. Shall invest department funds as directed by the Executive Council.
4. Shall keep and maintain records of all financial transactions, and render financial and operating statements at the Department Convention and at such other times as required.
5. Make available for inspection all financial records for audit or other condition as required by the Executive Council.
6. Shall attend all Executive Council meetings and the Department Convention.
7. Shall give bond as may be required; said bond premium to be paid by the department.
8. Shall be the custodian of all current financial records.
9. At the end of the incumbent's term of office, within 40 days, original records shall be turned over to the successor, and copies to the Historian.
10. Is a voting member of the Executive Council. (Where a position of executive director has been filled, other arrangements may be made concerning the handling of records, e.g., original records may be turned over to the director at the end of the fiscal year when the books have been closed and ready for audit.)
11. May have budget input.
12. Uses electronic/computer means to maintain and transmit information.

Immediate Past President
1. Succeeds to this office in the year following election as department president.
2. Serves as an advisor to the successor president.
3. Assists when requested on ongoing programs, to assure continuity.
4. May serve as Chairperson for the Nominating and Awards Committees.

National Council Representative
1. Attends National Council meetings at the National Mid-Winter Conference and the National Convention.
2. Represents the department on all matters before the National Council.
3. Will consult and receive guidance from the department Executive Council concerning matters to come before the National Council.
4. Renders a written report of activities and actions taken at National Council meetings to the Executive Council with copies to the historian.

Judge Advocate
1. Shall serve as the legal advisor to the department president and the Executive Council, and shall assume such duties and have such powers as may be specified by the Constitution and By-laws.
2. Shall serve as parliamentarian at department meetings.
3. Does not have to be a member of the Bar, and, therefore, may not be required to initiate or pursue legal action on behalf of the department.

Chaplain
1. Conducts religious services or ceremonies at department meetings as directed by the president.
2. Shall provide counsel and advice on religious matters.
3. Shall attend all department meetings and serve as liaison with the national chaplain's activities.

Historian
1. Shall compile annually, and within 90 days of the close of the fiscal year, a narrative history of the department and its activities during the preceding year. Said history shall be available at the Executive Council meeting immediately following the 90 day period.
2. Shall serve as the repository of past original financial and other records as requested by the Executive Council for a period of seven years.
3. Shall attend all Executive Council meetings.
4. May have budget input.

Surgeon
1. Shall keep informed of all medical matters pertaining to the administration of medical requirements and activities of the various services with respect to reserve officers, and the interpretation and dissemination of information to department members.
2. It is preferable that the position be filled by a medical doctor or an individual versed in the administration of medical matters.
3. Shall provide a year end report of activities.

Dental Surgeon
1. Shall keep informed of all dental matters pertaining to the administration of dental requirements and activities of the various services with respect to reserve officers, and the interpretation and dissemination of information to department members.
2. It is preferable that the position be filled by a doctor of dentistry or an individual versed in the administra-

tion of dental matters.
3. Shall provide a year end report of activities.

Sergeant At Arms
1. Receives direction from the president and Executive Council.
2. Ensures that physical arrangements, equipment and special aspects necessary for department meetings are provided and sufficient.
3. Provides, as needed, storage and delivery of impedimenta.
4. Ensures order is maintained at meetings.
5. Attends all meetings.
6. Provides a year end report of activities.
7. May have budget input.

Congressional District/Area Coordinator
1. On behalf of the president and Executive Council, coordinates all legislative affairs.
2. Contacts congressional district representative shortly after Department Convention.
3. Briefs congressional district representatives on responsibilities, including need for immediate contact with their Congressmen.
4. Keeps the congressional district representatives informed of issues vital to the ROA.
5. Provides sample letters and other material which may be useful.
6. Maintains similar coordination with senatorial liaisons.
7. Maintains liaison with ROA congressional counsel.
8. Reports at department meeting on activities and provides a year end report.
9. May have budget input.
10. Attends all meetings.

Congressional District/Area Representatives
1. Within 30 days after election, shall contact, either by written or personal contact, the congressional office and, or the congressman to begin the process of maintaining liaison for legislative matters.
2. At least once during the year, visits chapters within the district to ascertain membership views and opinions, and explain ROA positions on legislative matters.
3. Shall provide a written report of all contacts with congressional offices on a timely basis to the president and the coordinator.
4. Renders a year end report to the coordinator.
5. Attends all meetings.

Senatorial Liaison
1. Is the department's liaison with the senator.
2. Responsibilities include reports similar to the congressional district representative stated herein.
3. Attends all meetings

DEPARTMENT COMMITTEES
Duties and Responsibilities

Audit
1. Shall audit the fiscal records maintained by the treasurer within 60 days of the date of the Department Convention.
2. Renders a report of audit to the incumbent president with copies to the immediate past president and the treasurer (and executive director, if appointed). Chairperson will assist the treasurer in ensuring that an annual report is submitted to national at the close of the operating year.
3. The committee will consist of at least three (3) disinterested members.

Awards
1. Members of this committee may be either past department presidents or disinterested officers.
2. Develop a program to establish, for example, recognition of active reserve and National Guard units, outstanding officer making the greatest contribution to the department during the year, outstanding chapter, newsletter, secretary, recruiter and others for exceptional service.
3. Prepare for nomination and endorsement by the Executive Council documents to be forwarded to National for participation in the National award program for chapters.
4. Arrange for award plaques and other award items, and coordinate their presentation, usually at the Department Convention.
5. Maintain a continuous record from year to year of the award recipients, to include name, address, type of award and date given. Annually, provide the historian with a copy.
6. Provides budget input.

Budget/Fiscal Affairs
1. The treasurer is a member of the Budget/Fiscal Affairs Committee together with other appointed members.

2. Prepares the budget for the next fiscal year for submission to the Executive Council at least 30 days in advance of the Department Convention.
3. Formulates investment policy involving securities and other financial concerns for action by the Executive Council.
4. Upon the approval of the budget, changes shall be referred to the committee for consideration and recommendation.
5. Provides a fiscal affairs report including conclusions and recommendations for action, if needed.

Chapter Activities
1. Shall work with chapters to develop programs and provide such reasonable service as may be requested by chapters.
2. Where a chapter appears to be declining in member activity, the committee shall make an effort to meet with its leadership to reactivate the chapter. Such a meeting may be preceded by communications with each chapter member by questionnaire or other device to understand member desires, opportunities, concerns, problems, etc.
3. Will encourage chapters to activate senior and junior ROTC programs, both awards and complimentary memberships, as appropriate to the level of the cadet.
4. Recommends to the president and Executive Council action to be taken in deactivating ineffective chapters and starting new ones.
5. Provides budget input.
6. Attends all meetings.

Confederation Of Interallied Reserve Officers (CIOR)
1. Shall provide advisory services on matters pertaining to CIOR affairs.
2. Shall maintain liaison with the National staff.

Constitution and By-laws
1. Considers all amendments to the department Constitution and By-laws.
2. Examines all proposed amendments for internal consistency and compatibility with National Constitution and By-laws.
3. At least once each year, evaluates the department Constitution and By-laws, and proposes, if deemed advisable, amendments to simplify the document and make it a powerful tool for achieving department goals.
4. The judge advocate is a member of this committee.
5. Renders an annual report of its activities.

Employer Support of Guard and Reserve
1. Shall initiate a program for annually recognizing a government and/or corporate employer having exceptional personnel policies and benefits affecting reservists.
2. Encourage governmental and business entities to develop programs which recognize the needs of the civilian soldier during peace and war.
3. Renders an annual report of activities.
4. Provides budget input.

Legislative
1. Institutes and coordinates membership action on national and state legislation which has an impact on the national defense.
2. Consistent with the activities of the Congressional District/Area Directors, Senatorial Liaison and the Coordinator, advises membership on how to contact representatives and senators, where individual communication is needed.
3. Ensures that the department's position is represented on matters involving the state legislature.
4. Publicizes state and national legislation of interest to members in departmental publications.
5. Receives National Legislative Alert bulletins for action by department members.
6. Coordinates activities with the congressional coordinator, senate liaisons and chapter Legislative Committee.
7. Renders a year end report of activities.
8. Attends all meetings.

Membership
1. Coordinates department and chapter activities to recruit and retain members of ROA who are in units, other active programs and retirees.
2. Encourages members to become life members.
3. Develops program for members to mentor new members and those who may become delinquent in their responsibilities.
4. Insure that new members and those transferring into the department are assigned to a chapter. Where possible, have the department president, service section vice president, or junior vice president in the case of junior officers, communicate with the new member and all delinquents.
5. Develop programs in conjunction with chapter membership committees to recruit all eligible officers, especially active and inactive reservists, National Guard, subchapters, senior and graduating ROTC cadets, etc. See Appendix VII, ROTC Procedure.

6. Coordinates activities with other committees, as required.
7. Renders a year end report.
8. Provides budget input.
9. Attends all meetings.

Nominations
1. May be chaired by the immediate past president with the service section vice presidents serving as members.
2. Canvases service sections and chapters for nominees for elected offices and for suggestions to appointed committee chairs.
3. Prepares a list of all nominees for presentation to the Department Convention.
4. Provides the secretary with a list of all nominations for presentation at the Department Convention for election.
5. Following the election provides a list of elected officers, including rank, address and telephone number.

Publications
1. Shall publish the department newsletter or other publication having department wide distribution.
2. Solicits and receives articles from all sources within the department and National ROA.
3. Edits articles to available space.
4. Assures that articles are timely and informative and are related to the activities of the department and chapters.
5. Utilizes photographs, camera ready copy and other devices to give the publication a distinctive appearance.
6. Insures that the National Publications Committee receives a copy of the newsletter.
7. Responds to chapter requests for advice on suggesting improvements to chapter newsletters.
8. Provides annual schedule for deadlines to receive information for publication.
9. Provides budget input.
10. Attends all Executive Council meetings.

Public Affairs
1. Responsible for dissemination of information through news releases, special articles, bulletins and other media on matters the president and Executive Council deem necessary.
2. Shall develop contacts with the media with the objective of broadening the ability of the department in having messages on national defense and related issues and news worthy activities about members widely disseminated and accepted.
3. Provides budget input.
4. Attends all meetings

Resolutions
1. Considers all resolutions which are brought before the Council for action 30 days prior to the Department Convention.
2. Presents the resolutions at the Department Convention or when a meeting is called to consider such matters.
3. The judge advocate is a member of the committee.

Retirement Affairs
1. Shall keep abreast of legislation affecting retirement benefits of the members.
2. Be sensitive to existing deficiencies or anomalies in the system and insure liaison with the National Retirement Affairs Committee.

ROTC and OCS
1. Insures that chapters have a supply of ROTC and JROTC medals and certificates for distribution.
2. Purchases these medals from ROA National for resale to the chapters.
3. Keeps the chapters alert to the need to plan in advance for the necessary ordering of medals and presentation ceremonies.
4. Arranges for presentations where chapters are not active.
5. Shall coordinate activities with the Membership Committee, to include assisting in establishing and serving as mentors for subchapters.
6. Provides a budget input.

Leadership Workshop
1. Develops a format which:
A. Recognizes that the audience consists of competent individuals, a number of whom have been involved in ROA affairs for a long period of time, as well as some who more recently have become involved in these affairs.
B. Provides a means for attendees to interact.
C. Enhances the capability of the officers and committee chairs.
2. Schedules a time for the workshop during the Department Convention or otherwise provides for chapter visits.
3. Appendix IV provides suggested topics.
4. Renders a year end report.
5. Provides budget input.

Meetings and Conventions

1. Responsible for establishing the location of meetings and makes necessary arrangements for facilities to accommodate the scope of the meetings. See Appendix III for details.
2. Works with, and through, host chapter.
3. Develops format using inputs where necessary from the department and chapters.
4. Identifies tasks, such as speakers, transportation, meals and refreshments, hospitality suite, events program, schedules, entertainment, meeting space, audio-visual devices, flags, lecterns, badges, etc., and arranges for logistical support.
5. Identifies key individuals to accomplish tasks.
6. Insures that tasks are coordinated and completed.
7. Renders an after action report for each meeting/convention activity and a summary year end report.
8. Provides budget input identifying each of the several meetings for the coming year.

Time and Place

1. Prepares and/or updates annual events schedule to include date, location and nature of the event.
2. Broadly establishes events schedule of several year duration based on projections provided by the Executive Council.
3. Examines projected events in terms of compatible and conflicting dates projected by chapters, National ROA, holidays, etc.
4. Coordinates with committees, chapters and others.
5. Provides schedule annually.

Ad-hoc committees/task groups

1. Instituted at the call of the President to focus on special problems not covered by standing committees.
2. Renders analysis, recommendations and reports, which may have a budget impact.
3. May be specially formed to study, for example, conversion of administrative functions from a “paper” organization to one which uses electronic/computer means of providing information to National and the chapters.

CHAPTERS

Overview
Chapters are organizationally similar to departments, having a president, president-elect (if deemed appropriate), service section vice-presidents, service section junior vice presidents, judge advocate, historian, secretary, treasurer, other staff officers and committees. The structure will be dictated by the membership size of the chapter, the physical area it serves and other characteristics. For example, an Air Force Reserve unit chapter may not have a need for vice presidents of the other services. In addition, chapters will utilize to the greatest extent possible electronic/computer systems in support of its membership.

Elected officers
These are similar to those described for the department, above. Within the policies and practices of the chapters, officers should communicate with their counterpart at the department level. On matters of policy, where action by the elected officials is required, communication should be through the president to the department. Election of officers each year should be held prior to the departmental convention.

Executive Committee
The chapter executive committee, which consists of the elected officers of the chapter, acts on matters between the annual meetings of the chapter. It may bring matters of a critical nature before the membership during a specially called business meeting or as part of an event, such as a dinner meeting. The annual meeting is held for the election of officers and the consideration of resolutions in advance of the Department Convention.

COMMITTEES

General
Not every chapter will have an active standing committee in each of the areas represented at the department level, but ones should be established to effectively communicate with the department and meet the needs of the membership. Ad hoc committees can be established to accomplish a specific goal or project beyond the scope of the standing committees.

Standards
Chapter standards have been defined by National ROA in terms of Level One, Level Two and Level Three in the publication: Handbook of Standards and Awards For Departments and Chapter, Operations Series 1997. The membership, through the departments, may also promulgate standards which, among other things, address a department wide chapter award program.

Chairpersons
Chairpersons are appointed annually by the chapter president, generally based on the members' area of expertise, interest and availability to perform a job. Consideration should be given to maximizing junior officer involvement. Consecutive terms can be served either in the same position to preserve continuity or individuals can be rotated to another position to build experience.

Chairperson Functions
1. Coordinates activities with the executive committee and guides the development of recommendations and proposals which may require action by that committee.
2. Appoints committee members.
3. Establishes schedule of activities to complete tasks.
4. Provides leadership in accomplishing objectives derived from guidance provided by the president and executive committee.
5. Maintains a record of documents, letters, memoranda and committee actions, which are provided to a succeeding chairperson.
6. Provides a year end report of activities and lessons learned, which is transmitted to the president with copies to the historian.
7. Provides budget input.

Committee Member Functions
1. Learns the exact purpose of the committee and determines how to contribute.
2. Actively participates in committee affairs and strives to be concise and effective with time allotted to committee meetings.
3. Works with other members to reach a consensus on courses of action.

THE COMMITTEES

Audit
1. Within 30 days of the end of the administrative year, audits the financial records of the chapter.
2. Renders a report of audit to the incumbent president with copies to the immediate past president and

the treasurer (and executive director, if appointed).

3. The committee will consist of at least three (3) disinterested members.

4. For a suggested outline which covers the performance of an audit, see Chapter Activities Handbook, 1997, Appendix 6, Chapter/Department Audit procedures

Awards

1. Members of this committee may be past chapter presidents or disinterested officers.

2. Develops a program to recognize the officer, junior officer and others making the greatest contributions to the chapter during the year.

3. Prepares for nomination and endorsement by the executive committee documents to be forwarded to the department for participation in the department awards program.

4. Arranges for award plaques and other award items, and coordinate their presentation, usually at the annual meeting.

5. Maintains a continuous record from year to year of the award recipients, to include name, address, type of award and date given. Annually, provide the historian with a copy.

6. Provides budget input.

Budget/Finance

1. Prepares the annual budget, based on dues allocations and fund raising activities.

2. The treasurer is a member of the Budget/Finance Committee together with other appointed members.

3. Prepares the budget for the next fiscal year for submission to the executive committee at least 30 days in advance of the annual meeting.

4. Proposes fund raising events and provides fiscal administrative support for such activities.

5. Upon the approval of the budget, changes shall be referred to the committee for consideration and recommendation.

6. Provides a fiscal affairs report including conclusions and recommendations for action, if needed.

Legislative

1. Institutes and coordinates membership action on national and state legislation which has impact on national defense.

2. Advises members on how to contact congressional representatives and senators.

3. Publicizes state and national legislation of interest to members through the chapter newsletter or special

releases.

4. Receives National ROA legislative alert bulletins and initiates action as required.

5. Participates in the ROA Congressional Action Brigade (CAB).

6. Arranges to conduct at least one event during the year with a local elected official, U.S. Representative or U.S. Senator.

7. Renders a year end report.

8. Provides budget input.

Nominations

1. May be chaired by the immediate past president with the service section vice presidents serving as members.

2. Canvases service sections for nominees for elected offices and for suggestions to appointed committee chairs.

3. Prepares a list of all nominees for presentation to the annual meeting.

4. Provides the secretary with a list of all nominations for presentation at the annual meeting for election.

5. Arranges, through the newsletter or other means, to inform the membership at least 30 days in advance of the election of the nominees.

6. Following the election provides a list of elected officers, including member number, rank, address and telephone number.

Membership

1. Coordinates activities to recruit and retain members in the ROA.

2. Encourages members to become more active and to become Life Members.

3. Develops program for members to mentor new members and those who may become delinquent in their responsibilities.

4. Coordinates programs in conjunction with department Membership Committee to recruit active and inactive reservists, National Guard, senior and graduating ROTC, and obtaining their names, home addresses and telephone numbers, etc.

5. Coordinates activities with other committees and the department Membership Committee.

6. Renders a year end report.

7. Provides budget input.

8. Attends all meetings.

Programs

1. Prepares an annual schedule of at least 4 activities for the year within 30 days of the annual meeting and

provides it to the executive committee.

2. Conducts surveys and uses other means to identify membership interests and ideas for programs.

3. Arranges for facilities, equipment, registration, etc. for the conduct of meetings and other activities.

4. Makes accommodations for speakers when appropriate.

5. When designated the host chapter for departmental meetings, coordinates activities with department counterpart and insures that the chapter has a clearly defined list of responsibilities dealing with activity arrangements, conduct during the activity and post activity requirements.

6. Prepares chapter recommendation for sponsoring a junior officer to a Department Convention and/or for further consideration at a department level competition for sponsorship to National meetings, if this function is not performed by a chapter junior vice president.

7. Renders status reports to the executive committee.

8. Provides year end report to include lessons learned.

9. Provides budget input.

10. Attends all meetings.

Public Affairs

1. Publishes newsletter or other device to keep membership informed of upcoming activities.

2. Participates in department and National publication awards programs.

3. Provides historian with copy of all relevant publications originating with the chapter.

4. Develops contacts with local news media.

5. Prepares and issues press releases concerning events and news about members.

6. Provides budget input.

7. Renders a year end report.

8. Attends all meetings.

ROTC and OCS

1. Provides for Junior and Senior ROTC recognition in, respectively, local high schools and colleges through the purchase and issue of medals and certificates.

2. Coordinates the purchase of medals with the department to insure timely issuance as well as funding.

3. Ensures that sufficient individuals are available to attend events as presenters of medals, or other distinctive recognition items, and provides information for them to conduct ceremonies, such as location, time, point of contact, uniform requirements and items to be presented.

4. Develops chapter sponsorship for activities which stimulate an interest in ROA(especially in the establish-

ment and providing mentors for subchapters).

5. Works with the Programs Committee to conduct activities that promote the development of junior officers.

6. Assists in the development of subchapters in institutions offering senior ROTC programs.

7. Provides budget input.

8. Renders a year end report.

9. Attends all meetings.

CHAPTER OPERATIONS

Resources

Chapters receive quarterly allocations based on membership size from the department treasurer. Funds may also be raised by the sale of items such as mugs, T-shirts, etc., investments, CDs, or other means so long as the actions do not impinge upon Internal Revenue Service rules and regulations and the requirements of National ROA.

Standards

Chapter standards have been defined by National ROA in terms of Level One, Level Two and Level Three in the publication: Handbook of Standards and Awards for Departments and Chapters, 1997. The membership, through the departments, may also promulgate standards which, among other things, address a department wide chapter award program.

Reports

The president, with the assistance of chapter officers and committee persons, prepares a year end report delineating its goals and objectives and how they were accomplished. A copy of the report is filed with the historian and a copy is provided the succeeding president. The report may form the basis for participating in a department program for the outstanding chapter of the year award.

Systems

The electronic media, computers, telecommunications devices, printers, scanners, and associated software, etc. are to be used to the greatest extent possible in order to bridge between National, Departments, Chapters and individual members. Compatibility of systems is a goal, so that interface problems do not impede the flow of information.

Appendix I
CONSTITUTION AND BY-LAWS

(Suggested Constitution and By-Laws for Chapters)

Note: This draft of the Constitution and By-laws for Chapters is by way of suggestion only. While each Chapter's Constitution and By-laws may not be in conflict with the provisions of the National Constitution and By-laws, or the Department Constitution and By-laws, a Chapter may be organized in any way acceptable to its members. There may be provisions desired by the individual Chapter that will be different from the draft suggested herein, this will be the case particularly where one-service or one component Chapter exists.

CONSTITUTION AND BY-LAWS

OF THE

_____CHAPTER OF THE

RESERVE OFFICERS ASSOCIATION

OF THE UNITED STATES

DEPARTMENT OF _____

ARTICLE I

NAME

The name of this organization shall be the Chapter of the Reserve Officers Association of the United States, Department of _____.

ARTICLE II

OBJECT

The object of this Chapter shall be to support a military policy for the United States that will provide adequate National Security, and to assist in the development and execution thereof.

ARTICLE III

MEMBERSHIP

Section I. Classes of Membership: It is recognized that the National Convention has the power and duty of determining the membership classification, and that such determination is binding on this Chapter.

Section II. Chapter Membership Affiliation: All members of the Reserve Officers Association residing in the city of _____ shall be members of this Chapter.

ARTICLE IV

GOVERNMENT

The Chapter shall be governed by the Executive Committee subject to action taken by the members of the Chapter in business meetings.

ARTICLE V

EXECUTIVE COMMITTEE

The Executive Committee shall consist of the Chapter Officers (President, Vice Presidents, the Secretary-Treasurer and two elected Executive Committeemen). It will exercise general supervision of the Chapter, and will meet at the call of the President. A majority of the Committee shall constitute a quorum.

ARTICLE VI

MEETINGS

Section I. Annual Meeting: An annual meeting for the election of officers of the Chapter shall be held in the month of March of each year. The officers elected will be installed in the month of April.

Section II. Other meetings shall be held not less than quarterly during the year, and the Executive Committee shall determine the actual times, dates, and places of such meetings.

Section III. Quorum: _____ members shall constitute a quorum for the conduct of business at a Chapter meeting.

ARTICLE VII

OFFICERS

Section I. Officers of Chapters: The officers of this Chapter shall consist of a President, Vice-President, Vice-President for Army, Vice-President for Navy, Vice-President for Air Force, Secretary-Treasurer and two elected members of the Executive Committee.

(Note: Where a Chapter consists of a Single service, the Vice-Presidents for the separate services should be omitted.)

Section II. Term of office: Officers elected shall serve until the next annual meeting of the Chapter, or until their successors shall have been duly elected and installed.

ARTICLE VIII

BY-LAWS

By-laws to carry out the provisions of this Constitution may be adopted.

ARTICLE IX

AMENDMENTS

This Constitution may be amended at any business meeting of the Chapter by a two-thirds vote of those present and voting, provided notice of such proposed amendment has been given.

ARTICLE X

DUTIES OF OFFICERS

Section I. President: The President shall preside at meetings; shall be Chairman of the Executive Committee and a member ex officio of all committees; shall sign with the Secretary-Treasurer all written contracts and obligations of the Chapter and shall perform such other duties as directed by the Executive Committee.

Section II. Vice-President: The Vice-President shall be Chairman of the Membership Committee and the Program Committee, and he/she shall discharge the duties of the President in the absence of that officer.

Section III. Separate Service Vice-Presidents: The Vice-President for Army, the Vice-President for Navy, and the Vice-President for Air Force shall be Vice-Chairman of the Membership Committee for their respective services, and in addition shall perform such duties as may be assigned to them by the President.

Section IV. Secretary-Treasurer: The Secretary-Treasurer shall keep the minutes of all meetings of the Chapter and of the Executive Committee; issue notices of all meetings; conduct correspondence; and collect, manage and disburse all monies of the Chapter. All vouchers for expenditures of funds shall be approved by the President before payment, and all checks shall be countersigned by the President.

ARTICLE XI

COMMITTEES

The following standing committees shall be appointed by the President: (1) Program, (2) Membership, (3) Public Relations, (4) Legislative, (5) National Defense.

ARTICLE XII

DUES

The annual dues for Active and Associate members shall be as provided in the National Constitution, and payable by the individual member directly to National Headquarters.

ARTICLE XIII

FISCAL YEAR

The fiscal year shall begin on April 1 of each year. At the annual meeting the President shall appoint an auditor to audit the accounts of the Secretary-Treasurer, and the auditor shall report his findings at the next regular meeting.

ARTICLE XIV

ORDER OF BUSINESS

The order of business at annual meetings shall be as follows:

1. Reading of minutes of previous meeting (unless waived by a majority vote).
2. Report of Officers and Committee Chairmen, as requested by the President.
3. Unfinished business.
4. New business.
5. Election or installation of Officers.
6. Adjournment.

ARTICLE XV

AMENDMENTS

These By-laws may be amended at any business meeting by a majority vote of those present and voting, provided notice of such proposed amendment has been given.

Appendix II
DEPARTMENT CONVENTIONS AND MEETINGS

Department Conventions and meetings require planning well in advance, possibly a year for an annual meeting, of the activity since it is usually a time proceeded by a formal announcement and involves planned activity and a number of individuals. Critical events include, but are not limited to, the annual Department Convention, Executive Council meetings, hospitality suites and national meetings. Key individuals are the department president, secretary, treasurer, chairperson of the committee, sergeant at arms, and host chapter personnel.

Responsibilities

Department President: Establishes the purpose of the activity and ensures that format meets its intended purpose and, in conjunction with the Time and Place Committee, provides projections for events anticipated in the succeeding year.

Department Vice Presidents: Provide speakers from respective service and/or other program inputs as required by the format of the activity.

Chairperson: Responsibilities as outlined in the body of the Handbook; essentially, an expediter and coordinator.

Treasurer: Insures that funds are available, bills are paid, including out of pocket expenses, and contacts executed as required.

Sergeant At Arms: As outlined in the body of the Handbook.

Secretary: Arranges for bulletin boards and other media for posting of messages and announcements, maintains log of activity as part of usual responsibilities. Makes preparations and insures that selected events are recorded.

Host Chapter: Works in conjunction with chairperson, including provision of personnel, in support of the activity.

Requirements

Site Selection: Chairperson, in conjunction with host chapter selects site at least 12 months in advance of the

meeting. The criteria for selecting a site includes at least the nature and type of event, cost of accommodations and number of rooms, availability for dates required, meeting room capacities, meal costs, transportation network, parking, access to retail areas, shops, restaurants, other activities such as museums, entertainment, etc.

Contact Negotiations: With an approved location, the chairperson and host chapter designee negotiate the best terms for the specific site considering the competitive rates for accommodations, meals, and other items to be supplied, such as audio visual support, parking, bulletin boards and special arrangements.

Other Factors to Consider

1. Meeting rooms: Number, size, equipment and time of use.
2. Hospitality suite: Size, hours of use and monitoring by sergeant at arms committee.
3. Meals: Banquet, breakfast, lunch, menu, number at sittings, table settings, name tags, reserved seating, head table, breaks and cost.
4. Training: Junior officer development and chapter leadership.
5. Reception Table: Registration, hand outs, name tags, on site payments, message reception, notices, hours of operation and manning.
6. Special events: Seminars, exhibits and field trips.
7. ROAL activities: Meeting space, spouse events, fund raising and coordination with ROA activities.
8. Program: Listed agenda, sponsor recognition, date and location, department and host chapter recognition and the need for special event program citing, for example, a keynote speaker.
9. Publicity: Press releases, advance notice to the media and notice to members as well as others who may be targeted for anticipated attendance.
10. Equipment: Flags, typewriter, copier, audio visual devices, platforms, lecterns, bulletin boards, signs to identify rooms, direction arrows and event locations and decorations for rooms.
11. Awards: Special presentations such as speaker appreciation, departmental achievements, chapter recognition and meeting arrangements.
12. After action report.

Appendix III
A NATIONAL MEETING'S DELEGATION

General Sessions
The department president serves as the head of the delegation at all general sessions at National meetings. In the absence of the department president, the vice president of the branch of service represented by the department president shall usually be designed to head the delegation.

Service Section Meetings
The vice president of the respective service section shall serve as the responsible official. If the department president is available for a section meeting of his or her respective service, the department president shall serve as the responsible official.

Absence of the Department President and Service Section Vice President
Members in good standing attending the National meeting shall designate the next service section vice president in rotational order usually defined for the selection of department president. If that is not feasible, they may elect among themselves an officer to head the delegation.

Delegates
Prior to National meetings, usually during Department Conventions or other meetings, members planning to attend the National meeting are accredited as delegates to participate in the affairs of the meeting as a member of the department's delegation. A list of delegates must be filed with National in advance of National meetings, and members attending the meetings must be sure that the National Credentials Committee is advised of the individual's presence at the meeting; usually at the time of registration.

Limitation
No delegate may commit the delegation to any action without the approval of the delegation as a whole.

Hospitality Suite
Meetings Committee: Shall arrange for space. To insure the availability of a suite/room, the hotel housing the meeting should be contacted to ascertain room rates and support needs six months in advance. It may be advantageous to consider sharing a suite with other

departments to reduce the financial burden.

Treasurer: Shall insure that funds are available and pay for the room(s) at the conclusion of the meeting or whenever the space is vacated.

Sergeant At Arms: Shall insure that the space is monitored during periods of occupancy, and when supported by the department, provide for beverages and other necessities.

Joint Sharing: The presidents of the respective departments shall develop the ground rules for the occupancy, in conjunction with their respective officers and committees.

Occupancy of the Suite: Where a member occupies a suite during the meeting, the member should pay at the daily rate accorded other members attending the meeting. Where the suite is no more than a bed room, and the individual occupying it assumes duties and other administrative accommodations for the delegation, consideration should be given to support, in whole or in part, the daily rate.

Appendix IV
LEADERSHIP WORKSHOPS

Leadership workshops, like military training, are intended to enhance the skills of members who become officers in ROA departments and chapters, as well as members who chair committees or serve as members of committees. It is useful to have members who have served in different capacities participate as workshop presenters. It is also beneficial to consider calling upon National staff representatives, or even other departments, where a known expertise may be available to assist in workshop presentations.

The workshops require planning to insure that the program focuses on the issues critical to the management and administration of activities. It should be borne in mind that many of those who participate are knowledgeable individuals, some with a few too many years of service in ROA. As such, they should be encouraged to actively participate in the proceedings. In some cases the effect may be negative, but generally it will be positive!

It is possible that not all chapters can come together at one location. Consideration should then be given to having two or more workshops, depending upon availability of personnel, distances, etc. The following outline provides an overview of the areas to be considered for a workshop. It can be tailored in different detail depending upon a department's needs.

National ROA

1. Brief History of the Establishment of ROA
2. National Officers/Executive Committee — Its Role & Function
3. National Meetings — Purpose of Mid-Winter Conference & National Convention Committees and Their Activities
4. Voting At Meetings, Composition of Department Delegation, Responsibilities of Department Officers
5. National Staff — Composition, Current Incumbents, Responsibilities, Telephone Contacts

Department

1. Goals and Objectives
2. Department Meetings & Annual Convention
3. Executive Council Schedule of Events
4. Organization
5. Roles of Department Officers
6. Committees and Their Responsibilities
7. Highlighted Activities

8. Congressional Relations
9. Membership — 3R's: Retain, Recruit, Rejoin
10. Junior Officer Programs
11. Management and Administration
12. Finances
13. Annual Convention Procedures
14. Resolutions
15. Coordination With Host Chapters
16. Awards

Chapters

1. Goals and Objectives
2. Organization — Elected & Appointed Officers
3. Committees — Functions & Coordination With Department
4. Leadership — Junior Officers & Mentors
5. Communications & Publications, Computer Systems
6. Host Chapter Activities
7. Programs
8. Fiscal Affairs — Allocations & Audits
9. Chapter Delegates At Department & National Meetings
10. Awards
11. Membership Activities Including ROTC
12. Reporting Requirements

Appendix V
DEPARTMENT OF _____
A PROCEDURE FOR ENROLLING ROTC AND NGOCS OFFICERS IN THE ROA

Background
Since September 1989, newly commissioned ROTC and OCS graduates (within the first 12 months since commissioning) have been eligible to receive a one year complimentary ROAmembership.

Purpose
To provide chapters with a uniform method to conduct activities to enroll newly commissioned officers in the ROA as well as provide a means to follow-up and communicate when these officers are assigned to chapters. The critical element in this process is to obtain the names and addresses of officers to be commissioned, and then present the membership certificates.

Procedure
Coverage: A chapter, whose membership area covers a college or university offering an ROTC program, will serve as principal contact with the Professor of Military Science (PMS) or other appropriate official of that school. National Guard OCS graduates' addresses are to be obtained by the chapter having access to the OCS school.

Required Items of Information:
1. First name, middle initial, last name and suffix.
2. Home address including zip code (not school address).
3. Home telephone number.

Sources and methods used to obtain names vary. Names can be obtained from school rosters, consultation with appropriate school officials, requesting permission to appear before cadets during leadership meetings, posting sign-up sheets and other means.

4. Effective date of this procedure and who to contact if problems occur.

Department Coordination: The chapters shall provide the lists to the chairperson, Membership Committee, who will serve as Departmental Coordinator (DC) for this activity. This enables chapters to be advised of new members for follow up. The DC also is the department's source for consolidating the chapter lists for requesting

certificates from National. The prepared certificates will be returned from National directly to the chapter contact. National headquarters needs up to four weeks to process a request for certificates.

Department Service Section Vice Presidents may be called upon to augment this effort by the chairperson for Membership.

Chapter Contact: Designated officer(s) within the chapter serve as the principal contact with the school and the DC. See Other Chapter Responsibilities below.

Presentation of Certificates:

1. The chapters shall determine from the officials of each school the time and place to present the certificates to the newly commissioned officers.
2. Ideally, the certificates would be presented as part of a commissioning ceremony. However, a separate ceremony may be necessary, such as a coffee reception or a special recognition meeting.
3. If for some reason an individual is not commissioned, the certificate should be returned to Director, Membership Affairs, ROA, 1 Constitution Ave., N.E., Washington, D.C., 20002, with an explanation. A copy of the correspondence should be provided to the DC.

Other Chapter Responsibilities: Annually, by 30 September, chapters involved in this activity should provide the DC:

1. Target date for forwarding list to the DC, noting commissioning dates (some schools commission not only during the spring, May, graduation period, but also in December and the summer).
2. Expected date for presentation of the certificates.
3. Estimate of the number of certificates required for the given commissioning period.
4. Name, address and telephone number(s) of chapter contact.
5. Name, address and telephone number(s) of school contact.

Multi-Service ROTC Programs: Where schools have a multi-service ROTC program, chapters, depending upon the practicality of the situation, may want to either work with a multi-service committee or establish a single point of contact with the school. However, the objective is to insure that the schools receive a consistent message.