



**AIRLIFT/TANKER ASSOCIATION
CHAPTER HANDBOOK**

FOREWORD

With the ever-growing number of new Chapters and the overall growth of our general membership, the need for effective communications is the primary key for our continued organizational success. This handbook will provide you the general information and guidelines that are necessary when conducting your local Chapter's activities. This document updates and replaces the Chapter Handbook dated 1996.

TABLE OF CONTENT

	<u>PAGE (S)</u>
<u>SECTION I - ASSOCIATION OVERVIEW</u>	<u>4</u>
INTRODUCTION	4
ORGANIZATION OF THE AIRLIFT/TANKER ASSOCIATION.....	4
ASSOCIATION PRIME OBJECTIVES.....	5
<u>SECTION II - ADMINISTRATION</u>	<u>6</u>
INTRODUCTION	6
SPECIFIC DUTIES OF THE NATIONAL BOARD OF OFFICERS.....	6
TAX EXEMPTION STATUS.....	7
SPECIAL FINANCIAL AUTHORIZATIONS	7
NEWSLETTERS AND PUBLICATIONS.....	8
ANNUAL CONVENTION & SYMPOSIUM CHAPTER PARTICIPATION	8
CONVENTION PROCEDURES.....	8
MILESTONES FOR ESTABLISHING CHAPTER PARTICIPATION	8
CHAPTER PROGRAMS AND THEMES	9
SOURCES OF MATERIAL/SPEAKERS	9
CHAPTER SIGNIFICANT EVENTS.....	10
CHAPTER SIGNIFICANT EVENTS FORMAT	10
ASSOCIATION GENERAL MEMBERSHIP MEETING.....	10
QUARTERLY BOARD OF OFFICER MINUTES	10
<u>SECTION III - NEW CHAPTER ESTABLISHMENT</u>	<u>11</u>
INTRODUCTION	11
CHAPTER FORMATION	11
NEW CHAPTER START-UP PACKAGES	11
CHAPTER NAME SELECTION	11
CHAPTER BY-LAWS.....	11
CHAPTER OFFICIALS	12
CHAPTER LOGO	12
CHARTERING CEREMONIES	12
CHAPTER DEACTIVATION	12
CHAPTER MEMBERSHIP.....	12
CORPORATE MEMBERSHIPS.....	12
<u>SECTION IV - AIRLIFT/TANKER ASSOCIATION AWARDS/PROGRAMS</u>	<u>13</u>
AIRLIFT/TANKER ASSOCIATION HALL OF FAME	14
ATA YOUNG LEADERSHIP PROGRAM.....	16
<u>SECTION V - KEYS TO CHAPTER EFFECTIVENESS</u>	<u>17</u>
INTRODUCTION	17
<u>SECTION VI - GOVERNING POLICIES AND REGULATIONS</u>	<u>29</u>
BY-LAWS.....	29

SECTION I
ASSOCIATION OVERVIEW

INTRODUCTION

The Airlift/Tanker Association is a non-profit professional organization dedicated to the continuous improvement of the air mobility forces. It is recognized by the United States Department of the Treasury and the Internal Revenue Service as a tax-exempt organization under Section 501 (C) (3) effective as of September 1978.

Through our membership we:

- Provide an organization through which men and women may unite to fulfill the responsibilities imposed by aerospace technology in modern society.
- Recognize the services rendered by industry, military, civilian and government personnel in the airlift/tanker activities in which the United States and its Allies have been or may become engaged.
- Promote scientific and academic research toward the further development of our nation's airlift/tanker capabilities.
- Conduct and sponsor speaking engagements, seminars, symposiums, conventions, and public forums, that will further the development of all aspects of Airlift/Tanker Association and community relations.
- Encourage young men and women to participate in airlift/tanker activities and related aerospace functions.
- Support the achievement of continued education and air mobility activities through the enlisted tuition grant program.

ORGANIZATION OF THE AIRLIFT/TANKER ASSOCIATION

The Association is governed by By-Laws approved by the membership. The elected officers manage the affairs of the Association. Election of officers and changes to the By-Laws are accomplished by majority vote at the Annual Convention business meeting that ensures continued member participation in the Association's business and its direction.

Management of the Association business is the responsibility of the Board of Officers, which is comprised of the Chairman of the Board, President, Senior Vice President, Vice President Industry Affairs, Vice President Programs, Secretary and Treasurer. The Chairman is the Chief Executive Officer. This Board, approved by the members, proposes nominees for the Board of Officers.

Supporting the Board of Officers is a Board of Advisors. This Board, approved by the members at each annual convention, acts in the capacity of initiating and/or reviewing proposed programs and ideas. The Board of Advisors acts as the "conscience" of the Association to assure that all matters under consideration or those already implemented truly reflect the purposes and objectives of The Airlift/Tanker Association.

Supporting the Board of Officers is a Data Base Manager who provides all the necessary membership support and serves as the annual convention registrar. This is the only paid position. All others serve entirely in a volunteer capacity.

Overall authority for the Association ultimately rests with the members who voluntarily join, and by their support, make The Airlift/Tanker Association possible. The members of the Airlift/Tanker Association elect the Board Officers, approve the Board Advisors, and serve in various positions on standing and ad hoc committees.

ASSOCIATION PRIME OBJECTIVES

The Airlift/Tanker Association's prime objective is the promotion of Air Mobility as a vital element of our military posture. Specifically, our programs and services are directed towards:

Primary:

- Advocacy for airlift and aerial refueling and supporting functions sufficient to fulfill the assigned missions.

Secondary:

- Medical air evacuation and the rapid movement of patients to the best medical care terminals in peace and war.
- Rescue and recovery of downed airmen and isolated ground forces with helicopters and state-of-the-art aircraft.
- Passenger carrying support activities that operate in direct support of the wartime air mobility mission.
- Weather reconnaissance by aircraft for analysis and distribution to civil and military users.
- Aerial delivery options and the application of force for the special operations community with the capability and reliability needed for their high priority mission.

SECTION II

ADMINISTRATION

INTRODUCTION

The Association By-Laws are intended to be clear and concise, and address all the major areas with regard to membership, elections, meetings and committees. The purpose of this section is to address those areas that are less clear and provide information and guidelines when necessary to ensure effective communications. Chapter questions and areas of concern should be directed to those key individuals on the Board of Officers and/or to those specific committees.

SPECIFIC DUTIES OF THE NATIONAL BOARD OF OFFICERS

The Chairman of the Board is the Chief Executive Officer of the Association, who presides over all Board meetings, the Annual Convention Business meeting and other special meetings as required. The Chairman, along with the Board of Officers, performs specific duties as outlined in the Association By-Laws.

To assist the Board of Officers, the Chairman each year will invite certain organizations/groups to designate an individual to be their liaison representative at meetings of the Board of Officers. Groups include AMC, ACC USAFE, PACAF, AETC, AFMC, AFRC, AFSOC, ANG, and A/TA Young Leaders.

The following quick reference list was developed to assist in directing questions and concerns to specific Board officials in order to obtain timely and correct responses to inquiries.

Chairman:	Policy Interpretation
President:	Policy Interpretation Awards Program Enlisted Tuition Grant Program
Senior Vice President:	New Chapter Starts Association Handbook/Changes Chapter Activities/Status
Vice President Programs:	Convention Activities
Vice President Industry Affairs:	Corporate Memberships National Convention Exhibits
Secretary:	Association Master File Custodian Quarterly Board Meeting Agenda
Treasurer:	Tax Forms Financial Guidance New Chapter Start-up Funds Spouse/guest Convention Travel Funds Enlisted Tuition Grant Program Funds Reserve Fund Management Contract Authority
Database Manager: (Not a Board Member)	General Membership Database Support Convention Registration

The following is a list of Board positions and key committees. For specific incumbent information, contact the Senior Vice President.

Chairman
President
Senior Vice President
Vice President Industry Affairs
Vice President Programs
Treasurer
Secretary
Chairman, Board of Advisors
Chairman, Financial Committee
Chairman, Nominating Committee
Chairman, Membership Committee
Chairman, Heritage Committee
Historian
Legal Advisor
Data Base Manager
A/TQ Editor

TAX EXEMPTION STATUS

The Airlift/Tanker Association received tax-exempt status in March 1979, and is currently exempt under section 501 (c) (3) of the internal revenue code. As such, the Association enjoys a position of special privilege with the Internal Revenue Service (IRS) and strict adherence to IRS Publication 557 is essential. Annually, the Association Treasurer is required to file an IRS Form 990 for the entire Association. Individual Chapters are not required to file a Form 990 if their annual income is less than \$25,000. If a Chapter income is greater than that amount, that particular Chapter is required to contact the Association Treasurer to receive further guidance.

INTERNAL REVENUE SERVICE EMPLOYER IDENTIFICATION NUMBER: 59-1852735. Use of the Association EIN by a Chapter should be coordinated with the Treasurer.

SPECIAL FINANCIAL AUTHORIZATIONS

Overall guidance can be obtained directly from the National Board Treasurer on maintaining Chapter financial records, receipts, tax forms, expenditures and budgets. The special interest authorizations that are available to all local Chapters/individuals are as follows:

NEW CHAPTER START-UP COSTS: Upon approval of a new Charter, the Association will provide the new Chapter with \$200 to assist in initial start-up costs. This start-up fund will be coordinated with the Chapter officials and the National Board Treasurer upon notification of "Charter" approval.

SPOUSE, GUEST CONVENTION EXPENSE SUPORT: Annual award winners may be supported up to a certain dollar amount for spouse/guest expenses. Guidance will be disseminated annually prior to the start of the convention/symposium.

NEWSLETTERS AND PUBLICATIONS

Many Chapters publish a local newsletter, which can be a valuable aid to the health of an individual Chapter. They are of varying formats and frequency. Chapters are encouraged to develop their own newsletter and tell their story.

The Association publishes the "Airlift/Tanker Quarterly Magazine" on a quarterly basis, with a special convention edition issue that is provided at the site of the National Convention. This publication is oriented toward people and social activities of the Chapter/membership, as well as current topics of professional interest. Material intended for publication in the magazine should be sent directly to the editor.

ANNUAL CONVENTION & SYMPOSIUM CHAPTER PARTICIPATION

The Association's Annual Convention is held in late October or early November. The convention site and selection will be left up to the Vice President Programs with approval by the Board.

The Vice President, Programs and the Program Committee have the overall responsibility for convention planning, management, and execution. The success of our convention is totally dependent upon volunteer work from individual members, Chapters, and members of the Board of Officers/Advisors.

CONVENTION PROCEDURES:

Planning, management, and execution of the convention will flow from the Board of Officers, through the Vice President Programs, Program Committee, to the Convention Committee, to the Chapter volunteers.

The Program Committee will be chaired by the Vice President for Programs. For the purposes of conducting the convention, the Program Committee will be augmented by a convention committee made up of individuals appointed by the Vice President for Programs.

Specific Chapters may be asked to volunteer, plan, manage, and execute a particular function associated with the annual convention. See below.

MILESTONES FOR ESTABLISHING CHAPTER PARTICIPATION:

- NLT 31 December - Chapters submit their areas of interest (in priority) to the Vice President for Programs.
- NLT 15 February - Chapters will be notified by the Board of Officers of their assigned area of responsibility.
- NLT March - Chapters will provide their point of contact to the Vice President for Programs. Include names(s), mailing address, and phone numbers.
- NLT 31 July - Chapters will provide the Vice President, Programs a basic management plan for their area of responsibility.
- NLT 15 September - Chapter Chairperson will provide the Vice President, Programs with a list of his volunteer workers.
- Committee/Board Meeting (normally Wednesday/Thursday of convention week) - Chapter Representatives attend Program Committee meeting and Board of Directors meeting at convention site to finalize convention plans.

CHAPTER PROGRAMS AND THEMES

The vitality of a Chapter can be measured by its participation in locally sponsored programs that are designed to stimulate local and industrial interest. A properly oriented and lively Chapter program provides a stimulus to membership, and assists in overall accomplishment of the Association goals and objectives. There are many Chapter programs and themes currently employed throughout our organization. In planning Chapter programs, it should be kept in mind that we are a non-profit "professional" organization dedicated to providing a forum for our members to improve the capability of our mobility forces. The importance of identifying and encouraging future leaders to participate in all association activities should be recognized. Ideally, Chapters should have monthly programs with an orientation toward education and status of mobility related programs and issues. Programs and themes should be supportive of these objectives:

- Establishing force mobility adequate to fulfill the assigned mission.
- Providing an organization through which men and women may unite to fulfill the responsibilities imposed by aerospace technology on modern society.
- Commemorating the services rendered by industry, military, and government personnel in the Airlift/Tanker activities.
- Promoting scientific and academic research towards the further development of mobility capabilities.
- Conducting and sponsoring speaking engagements, seminars, symposiums, conventions, and public forums, which support the advancement of all aspects of Airlift/Tanker and community relations.
- Encouraging young men and women to participate in aerospace, mobility and Airlift/Tanker activities.
- Supporting research and advancement of related aerospace activities through tuition grants.

SOURCES OF MATERIAL/SPEAKERS

- Local Chapter members
- Host and tenant organization
- Major and Subordinate Air Command Headquarters
- Pentagon (Air Staff, JCS, DOD)
- Industry (defense contractors)
- Board of Officers/Advisors
- Other Services (Army, Marine, etc.)
- Retired personnel

Note: Program materials, i.e., speakers, videos, field trips, etc., are plentiful and are limited only by your membership's imagination. Social considerations are important for Chapter programs, but should not be the primary purpose.

CHAPTER SIGNIFICANT EVENTS

The need to ensure that the lines of communications are kept open is of paramount importance. "Chapter Significant Events" is a tool that will allow the Chapters to express their views, request assistance and guidance, and to inform the Board of Officers of their individual Chapter activities. This information can be shared by all, as a vital tool to help foster our continual growth and success as an Association. Chapters are requested to send a report to the National Senior Vice President on a semi-annual basis during the months of January and July. The report should include a list of all local officers including names, addresses, phone numbers, and e-mail addresses.

If Chapters have questions or needs, they can be expressed through this vehicle and mailed directly to the Senior Vice President, who in turn will ensure that action is taken upon their requests.

CHAPTER SIGNIFICANT EVENTS FORMAT:

From: Chapter Name
To: A/TA Senior Vice President

I. General Information:

- A. Chapter Address:
- B. Chapter Officers:

- (1) President
- (2) Vice President
- (3) Secretary
- (4) Treasurer

C. Membership Status:

- (1) Total members
- (2) Current members
- (3) Lost members
- (4) Members pending transfers

II. Concerns/Issues:

III. Significant Events:

IV. Suggestions:

ASSOCIATION GENERAL MEMBERSHIP MEETING

The General Membership Business Meeting, conducted at the Annual Convention, is the primary vehicle for the Board of Officers and Members of the Board of Advisors to report on the finances, major events and/or decisions of the past year. Any changes to the By-Laws, if required or desired, are also addressed, as well as the election of appropriate association officials. The minutes of this meeting are recorded and are available to all members. A financial status of the Association will be provided to each member at the Convention IAW the Associations By-Laws.

QUARTERLY BOARD OF OFFICER MINUTES

The minutes of the Board of Officers' Quarterly Meetings will be recorded and kept as a record by the Secretary and will be ratified by the Board of Officers. These minutes are available to each active Chapter.

SECTION III

NEW CHAPTER ESTABLISHMENT

INTRODUCTION

The general membership of the Airlift/Tanker Association is structured into Chapters that are located within our communities throughout the world. Each individual Chapter is responsible for carrying out those activities and programs that enhance the purpose and objectives of the Association. The individual "Chapter" is the heartbeat of our Association and is the pulse of all activities.

CHAPTER FORMATION

One of the criteria to form a new Chapter is having 20 or more persons, who are members of the Airlift/Tanker Association, indicate their intent to become charter members of a new Chapter. Initial contact should be directed to the Senior Vice President who will provide a Chapter starter package.

Once a prospective Chapter has received its starter package and its completed application portfolio is ready, it should be forwarded to the Senior Vice President for further processing. Assuming that the application portfolio is completed properly and is favorably endorsed by the National Board of Officers and the Chairman of the Board grants the establishment of the Chapter, a charter will be prepared and all charter members will be listed on the charter.

NEW CHAPTER START-UP PACKAGES

This package is designed to give new Chapters examples of those key items required for the completion of an application portfolio. The following guidelines are recommended:

Upon receipt of the start-up package, process all follow-on actions as directed by the Senior Vice President.

Chapter start-up packages include the following items:

- Association chapter handbook
- Sample copies of active Chapter by-laws
- Membership forms

CHAPTER NAME SELECTION

Selection of a Chapter's name is the sole discretion of the charter members. The proposed Chapter names should be forwarded to the Senior Vice President for National Board consideration and approval. Chapters have historically been named after outstanding individuals, geographical areas, and significant historical events. (Keep in mind that approval may have to be obtained from a copyright owner or from a particular family.) A change of a Chapter's name may be appropriate in rare instances. A Chapter requesting the change should forward the rationale for change and the proposed new name to the Senior Vice President who will present the proposal to the National Board for approval.

CHAPTER BY-LAWS

The Chapter members may adopt By-Laws and procedures or delegate its authority to the elected officials and members, as it so desires. Chapter By-Laws must be consistent with the Association's By-Laws and with the policies, purposes and objectives of the Association.

CHAPTER OFFICIALS

Chapters shall elect, as a minimum, the following duly elected officials: President, Vice President, Secretary, and Treasurer. The Chapter is responsible for furnishing the names of these individuals to the Senior Vice President and the Association's Database Manager. The updating of this key individuals listing is also a responsibility of all individual Chapters. These officers must be current national Association Members.

Note: The Chapter Name, By-Laws (if desired), and the names of the officers are minimum requirements of the application portfolio.

CHAPTER LOGO

A Chapter logo is strictly optional and is at the sole discretion of the individual Chapters. A Chapter's Chairman of the Board of Officers should forward the logo request to the National Board Senior Vice President for presentation and acceptance. This action is requested solely for the purpose of recording individual Chapter logos. Chapters are free to use the A/TA logo.

CHARTERING CEREMONIES

An approved charter will be presented by the Chairman of the Board of Officers (or his designee) at a Chapter-sponsored event or at the Annual National Convention. Coordinate this ceremony with the Senior Vice President.

CHAPTER DEACTIVATION

The A/TA Board will determine when an individual Chapter should be considered for deactivation upon the recommendation of the Senior Vice President.

CHAPTER MEMBERSHIP

Each local Chapter member must first be a member in good standing of the national A/TA organization.

CORPORATE MEMBERSHIPS

All corporate membership/charters shall be processed directly with the Board Vice President of Industry Affairs. Corporate membership packages can be obtained and appropriate information furnished upon request.

The contents of this package will include the following items:

- General instruction letter.
- Association by-laws.
- List of current corporate members.
- Corporate applications form.
- Miscellaneous forms.

SECTION IV

AIRLIFT/TANKER ASSOCIATION AWARDS/PROGRAMS

The Airlift/Tanker Association sponsors the following awards. Please refer to the appropriate AMCI for current award submission criteria and the A/TA website for additional information.

- 1) Airlift/Tanker Association Hall of Fame Award - <http://www.atalink.org>. Identifies and recognizes an outstanding Airlift/Tanker individual or group whose sustained legacy of achievement distinguished themselves in outstanding performance to the Air Mobility mission.
- 2) General P.K. Carlton Award for Valor - AMCI 36-2806. Identifies and recognizes an outstanding airlift or tanker aircrew member(s) for valor.
- 3) General Robert "Dutch" Huyser Award – AMCI 36-2806. Identifies and recognizes an outstanding pilot, navigator, flight engineer, loadmaster, and boom operator for sustained excellence in airmanship.
- 4) Airlift/Tanker Association Young Leadership Award - AMCI 36-2808. Identifies and recognizes twelve (12) outstanding individuals who will likely become future leaders within the Air Mobility community.
- 5) The Colonel Gail Halvorsen Award - AMCI 24-3 - Identifies and recognizes an outstanding Air Transportation (2T2XX) individual for sustained excellence in aerial port operations.
- 6) Specialized Mission Award - AMCI 36-2806. Identifies and recognizes an outstanding individual whose performance of duties in support of an aerial air mobility mission is exceptionally noteworthy during crises, contingencies, or humanitarian airlift. This award is presented to career fields not covered by the General Huyser award categories.
- 7) The Chairman's Cup – Identifies and recognizes the winning CRUD team with a distinguished cup for display in a squadron, group, or wing facility. The Chairman's Cup will be presented to the winning CRUD team by the A/TA Chairman.
- 8) The President's Award – Identifies and recognizes an A/TA member-volunteer who has contributed immeasurably to the overall success of the Airlift/Tanker Association. All non-elected, non-paid A/TA members are eligible. The awardee is selected by the President through recommendations from the A/TA elected board and approved by the A/TA Chairman.
- 8) United States Air Force Academy Core Values Trophy - <http://www.atalink.org>. Identifies and recognizes the USAFA Cadet squadron that best exemplifies the USAF core values of integrity, service and excellence during the past year.
- 9) General William G. Moore, Jr. Trophy - AMCI 36-2806. Identifies and recognizes the AF wing with the most outstanding performance throughout the International RODEO competition.

AIRLIFT/TANKER ASSOCIATION HALL OF FAME

Airlift/Tanker Association Hall of Fame Award: Identifies and recognizes an outstanding Airlift/Tanker individual or group whose sustained legacy of achievement distinguished themselves in outstanding performance to the Air Mobility mission.

History and Purpose: The Airlift/Tanker Association Hall of Fame (HOF) was established in October 1988 to honor those individuals who have made significant contributions to the advancement of Air Mobility. Upon selection and induction into the A/TA Hall of Fame, a bronze bust of the inductee is placed in the Mobility Memorial Park at Scott Air Force Base, IL.

Frequency: When individual(s) or a group is selected, the induction and award ceremony will occur during the next annual A/TA Convention. Note: The nominating chapter, industry leader, advisory board member, or A/TA member submitting the selected individual(s) will be recognized at the annual convention and will be given priority seating at the HOF Banquet. Normally, one inductee is selected into the HOF each year. Under special circumstances, two individuals may be inducted into the Hall of Fame during one calendar year when approved by the selection board.

Administrative Criteria:

Nominees cannot be on active service with any branch of the government

Retired military personnel are eligible after a period of one year from their official date of retirement

Civilian personnel are eligible

Selection may be posthumous

Achievement Related Criteria:

A minimum of 4 years service directly promoting the air mobility mission

One or more noteworthy accomplishments

A significant contribution to the advancement of air mobility

Demonstrated superior and sustained performance resulting in a legacy of achievement which fundamentally changed the status quo in a significant way thus enhancing the air mobility mission, culture, and history

Nomination Package:

Cover Letter: Nominating letter from the A/TA Chapter, Industry, A/TA Board of Advisors, or Airlift/Tanker Association member noting highlights of the individual or group achievements

Narrative: A description of the achievement related criteria

Biography: Details of the individual or group's career

Nomination Procedures: Chapters, Industry, A/TA Board of Advisors and A/TA members at large may submit nomination packages for consideration into the Hall of Fame. Previous nominees are eligible and will be reevaluated each year. The A/TA President is responsible for maintaining the repository of nominees. The A/TA President has the responsibility to convene and chair a HOF Award Nomination Committee meeting prior to the A/TA Winter Board Meeting. The awards nomination committee will be responsible for identifying and recommending nominees for induction into the A/TA Hall of Fame. The awards nomination committee can consist of current A/TA Board Members, A/TA Board of Advisors, A/TA Historian, AMC Historian, the past A/TA Chairman and/or

President, or other A/TA members. The awards nomination committee will evaluate the proposed nominees to ensure the nominees meet the administrative and achievement related criteria and rank order and forward the eligible packages to the A/TA Awards Selection Board.

The A/TA Awards Selection Board will be chaired by the A/TA Chairman and will consist of the elected A/TA Board of Officers. The Board of Officers will select the Airlift Hall of Fame inductee during a session at the A/TA Winter Board Meeting.

Nomination/Selection Milestones

- | | |
|-------------------|---|
| NLT Nov 30 | A letter/email from the A/TA Secretary to all Airlift/Tanker Association Chapter Presidents and Board of Advisors soliciting nominees for the Airlift/Tanker Hall of Fame |
| Nov-Feb 15 | HOF nominations submitted to the A/TA President with a copy to the A/TA Secretary from Chapters, Industry, A/TA Board of Advisors and A/TA members at large including previously submitted nominees from the past year(s) |
| NLT Mar 1 | A/TA Secretary copies and forwards HOF nomination packages to the awards nomination committee as designated by the Awards Nominating Committee Chairman (A/TA President) |
| Mar 1 - 31 | Awards nomination committee evaluates nominees and recommends the eligible packages to the awards selection board (A/TA Board of Officers) |
| Mar 1 - 31 | Awards selection board chaired by the A/TA Chairman meet at a session during the A/TA winter board meeting to select the Airlift/Tanker Hall of Fame inductee(s) |
| Apr 1-15 | A/TA Chairman or President notifies selectee and/or family members. A/TA President requests photographs and other biographical information to forward to the sculptor, awards artist, and A/TQ Editor to prepare the bust(s), plaque(s), Convention Exhibit, and Convention A/TQ magazine |
| Apr-Sept | Awards are coordinated and prepared under direction of the A/TA President |
| Oct/Nov | Awards are sent to A/TA convention site for presentation |

A/TA YOUNG LEADERSHIP PROGRAM

The Airlift/Tanker Association recognizes the importance of identifying and encouraging future leaders to participate in various association activities.

VALUE TO THE AIRLIFT/TANKER ASSOCIATION

Identifies and encourages future leaders to participate within the A/TA.

Provides a forum for interchange of ideas and experiences.

YOUNG LEADERSHIP ASSOCIATION SUPPORT REQUIREMENTS

Each year, the twelve Young Leadership Award Winners form the Young Leader Advisory Committee and report to the Airlift/Tanker Association Board of Officers. Their term of office will begin upon receipt of the award at the national convention and end when the following year's award winners are presented. They will elect two committee members (one officer and one enlisted) to serve as primary Young Leader Advisors to the Board. The A/TA President and Chairman of the Board of Advisors serve as liaisons for the group to the Board. The duties of the Young Leader Advisory Committee and its members include, but are not limited to the following:

PRIMARY YOUNG LEADER ADVISORS

Chair meetings of the Young Leader Advisory Committee if required.

Communicate regularly with committee members on A/TA activities and solicit feedback for presentation to the A/TA Board.

Act as spokesperson for the committee and serve as liaison to the Board of Officers.

Attend Association Board meetings as required.

Assist the Board with organizational duties at the annual convention.

Provide an orderly transition of responsibilities to the new advisors at the A/TA Convention and assist the newly elected advisors in his or her duties.

COMMITTEE MEMBERS

Serve as a focal point for Young Leader activities. Champion efforts and generate new ideas to enhance A/TA activities.

Solicit feedback from past/present Young Leadership Award winners and A/TA members on active duty.

Become involved in A/TA activities as requested by the Board of Officers.

Become involved at the local chapter level by promoting the A/TA, recruiting new members, and participating in chapter activities.

Assist the primary Young Leader Advisors and the Board of Officers (as required)

Revitalize previous Young Leadership Award recipients by contacting them and renewing their ties to the A/TA.

SECTION V

KEYS TO CHAPTER EFFECTIVENESS



Establish a Permanent Presence



Create an Effective Organization



Plan for Success



Communicate, Communicate, Communicate!!!



Be Visible



Recruit New National Members



Take Care of Your Membership



Provide for Your Successors



Support the Convention



Above All, Remember Our Purpose

INTRODUCTION

What makes a chapter successful? Over the years, the Airlift/Tanker Association has witnessed tremendous differences and inconsistencies in chapter operations. Some seem to be well organized and successful every year, while others experience great peaks and valleys in chapter effectiveness and member participation and enthusiasm. The Board of Officers has intentionally given each chapter "wide latitude" in the conduct of their affairs, a policy that remains unchanged with the publication of this document. Meant strictly as a guide, *Keys to Chapter Effectiveness* is an attempt to capture and share the essential components of chapter success. It is built on the experiences of current and former chapter officers, along with some new ideas, and emphasizes a common sense, practical approach to running a chapter. New chapters will likely gain the most from this guide as they develop their operating principles; we hope it offers some suggestions for enhancing established chapter operations as well. Improving the way we communicate and interact as members and chapters is a recurring theme, and rightly so, for our Association is made up of people whose shared experience is the source of our strength.

We welcome your suggestions for improving and adding to this guide. Please pass on your comments and ideas to the Senior Vice President or other Board members.

1. Establish a Permanent Presence.....Page 20

- Establish and Maintain a Permanent Address
- Make it Official: Become a Registered Base/Community Organization

2. Create an Effective Organization.....Page 20

Chapter Executive Officers and Responsibilities

- President
- Vice President
- Secretary
- Treasurer

Other Chapter Officers/Committees and Duties

- Publicity
- Membership
- Programs
- Section Leaders
- Individual base units
- Off-base civilians
- Industry representatives
- Retirees

Chapter Affairs

- Chapter Board Meetings
- Chapter Meetings/Events
- Chapter Finances
- Elections

3. Plan for Success.....Page 22

Establish Chapter Goals and Objectives

- Choose a regular day of the month to hold Chapter meetings/events.
- Make early decisions

Plan Events Meticulously

- Use a checklist
- Set timelines for task completion
- Work together as a team

4. Communicate, Communicate, Communicate!.....Page 22

With Members

- Monthly or quarterly newsletters
- Electronic mail and phone reminders
- Regular meetings

With Board of Officers

- Keep them informed
- Invite them to special events
- Include Airlift/Tanker Quarterly

With Other Chapters

- Send them your newsletters
- Request their newsletters

5. Be Visible.....Page 23

Publicize Chapter Events

- Newsletters
- Flyers
- Articles in base and community papers
- Base Bulletins, building circulars, and other regular announcements
- Organization meetings (Wing stand-up, Commander's Calls, etc.)
- Electronic mail announcements (use with discretion – check local procedures)

Create and Maintain Association Displays

- Showcase air mobility heritage
- Display membership brochures and *Airlift/Tanker Quarterly* magazines

Community Service Projects

- Pick a long-term or annual project and focus on it
- Be alert for other short-term opportunities

6. Recruit New Members.....Page 24

- Encourage potential members
- Invite those in key leadership positions
- Provide displays and/or presentations at base INTRO briefings
- Start a sponsor program
- Interact with other groups

7. Take Care of Your Membership.....Page 24

- Keep them informed
- Provide for Professional growth
- Make the Chapter fun!
- Welcome new members
- Keep membership rolls updated
- Track expiring memberships and encourage renewal

8. Provide for Your Successors.....Page 24

- Create a continuity book
- Meeting minutes (at least one years worth)
- Copies of newsletters, flyers, and other communications
- A current membership roster
- A Chapter Handbook and this guide
- Project notes, records, and lessons learned
- Important phone number and addresses (Board of Officers, other Chapters, local contacts, etc.)
- Meet with newly elected officers

9. Support the Annual Convention.....Page 24

- Get involved in convention planning activities
- Send a delegation
- Encourage membership participation

10. Above All, Remember and Support our Purpose.....Page 25

- "The Airlift/Tanker Association is a non-profit professional organization dedicated to providing a forum for people interested in improving the capability of US air mobility forces".

1. Establish a Permanent Presence

The first and most important key to a Chapter's health and long-term success is to **establish and maintain a point of contact**. A floating organization will do just that – float. A permanent address provides the anchor that allows a Chapter to weather changing times and the high and low tides of member enthusiasm and participation. It also enables the organization to maintain consistent ties with Chapter members, and allows effective two-way communication with the Association Board of Officers and other Chapters. This is a critical question that each Chapter must ask itself to determine what arrangement satisfied its needs most.

An E-mail Address. We all use e-mail to stay in contact. Should your chapter Secretary's or President's e-mail address be the chapter contact point? Or, do you prefer a Chapter e-mail address?

Post Office Box. This is a relatively inexpensive and enduring route to permanence, as it provides a constant address that will last through countless changes in Chapter officers and members, and usually costs less than \$20 a year. A changing of the guard requires only a "passing of the key" and avoids the confusion and inconsistencies associated with an organizational change of address.

The Office Address. An alternative method requires a long-term commitment from an organization, company, or individual willing to provide their office address for the Chapter's use as a permanent address. This usually implies a willingness to support many of the Chapter's administrative needs, a commitment not to be taken lightly! This arrangement may also provide the added benefit of a permanent Chapter phone number. The permanence of this method, however, depends heavily on the longevity of office personnel – if the commitment won't last beyond the present management, then don't choose this option!

Examples: In a large headquarters staff, the office that deals primarily with air mobility issues is a logical choice. Or, if most Chapter members belong to a single organization (i.e., a tenant unit on a non-mobility base), then it may be convenient to "align" the Chapter with the organization, as long as it doesn't hinder others from joining. An industry representative, local business, or retiree may also be willing and able to provide long-term Chapter support.

Again, each Chapter must decide what arrangement suits it best. Above all, seek permanence – the key point here is don't move the Chapter address around with elected officers; it damages Chapter credibility by hindering communications.

Make it official: Become a Registered Base/Community Organization. Most bases and communities maintain rosters of local organizations for informational and referral purposes. In some cases, registration is mandatory if you wish to use base, community, or other public facilities. Joining the local network of community organizations also serves two other purposes: it proclaims the Association's existence in the community, and provides Chapter points of contact for public distribution. To determine which procedures the Chapter must comply with, start with the base Morale, Welfare, and Recreation (MWR) office, or the local Chamber of Commerce.

2. Create an Effective Organization

The second key to Chapter success is elementary – a well-structured organization with clearly designated management responsibilities will effectively accomplish its goals and those of the Association. Whether your Chapter is large or small, a sound organizational structure will also provide your members the opportunity to participate, to contribute, and to lead. While each Chapter is free to choose the organizational structure that works best for it, here are some ideas and suggestions that have proven successful in the past.

Chapter Executive Officers and Responsibilities

Depending on its size and the scope of its activities, a Chapter may choose to have some or all of the following officers, or combine some positions together. As a minimum, each Chapter should have a President, a Vice President, a Secretary, and a Treasurer. While each Chapter will determine its officers' specific responsibilities, their primary duties should include at least the following:

President:

- Represents the Chapter as its official spokesperson.
- Presides over Chapter board meetings and membership meetings.
- Leads Chapter-planning activities.
- Communicates regularly with Board of Officers.

Vice President:

- Assists the President.
- Acts as President when he/she is absent.
- Performs other duties as assigned by the President.

Secretary:

- Records and provides minutes of all Chapter meetings.
- Responsible for receiving and sending Chapter correspondence and reports.
- Ensures membership roster is current, with changes forwarded to Secretary.

Treasurer:

- Maintains Chapter finances, collecting and disbursing all Chapter moneys.
- Provides financial reports to Chapter.

Other Chapter Officers/Committees and Duties

Several other functions are so important to a Chapter's success that additional Chapter officers and/or committees should be identified to take responsibility for them. This helps to distribute the workload among more individuals, and provides additional opportunities for Chapter involvement. Three areas in particular – publicity, membership and programs – are critical, and must be emphasized accordingly:

Publicity. Extensive communications are essential, and a strong publicity program will ensure membership participation, enhance Chapter reputation, and inform everyone of Chapter activities. The publicity officer/committee is responsible for producing Chapter newsletters, posting and distributing event flyers, sending articles and announcements to local publications, and other related activities.

Membership. Maintaining Chapter membership is a challenging, and sometimes frustrating task, exasperated by the mobility of Association members. The membership officer/committee maintains the Chapter membership roster, forwards changes to the Secretary and reconciles differences in the Chapter and Association database. In addition, they may organize membership drives and membership recognition programs. In smaller Chapters, the secretary may perform these duties.

Programs. The Chapter officer/committee responsible for programs will plan events, solicit guest speakers, and organize projects undertaken by the Chapter, among other duties.

Section Leaders. Many Chapters organize themselves into sections to facilitate communications and allow greater individual involvement. This method is especially effective for large Chapters or those with membership spread across several organizations. Section leaders serve as a central point of contact within a group and a conduit for information to Chapter members. Some potential section leader areas include:

- Individual base units
- Off-base civilians
- Industry representatives
- Retirees
- Chapter Affairs

Chapter Board Meetings. Board meetings can be held at any interval, but should occur prior to each major Chapter meeting or event as a minimum. Use them to plan events and to pass information on to members through the section leaders. Participation may include Chapter officers, committee chairs, section leaders, and any other members who wish to attend.

Chapter Meetings/Events. First and foremost, have “events” rather than meetings – we all attend enough meetings as it is – but plan to conduct Chapter business just the same! Take advantage of any event to make announcements, introduce guest, and take care of other Chapter matters (see sample meeting agenda).

Chapter Finances. Chapter operating funds can be obtained through local dues, fund-raisers, donations, or from add-ons to pay events. While local dues can generate funds, they can be difficult to track and are frequently a turnoff for members. Fundraising events can be fun, and contribute to Chapter cohesiveness because they involve members directly (i.e., golf tournaments, car washes, etc.) Donations can also be a source of funds, door prizes, etc., but may require a good deal of individual or Chapter effort to obtain. A very effective and “invisible” source of funds is to add a small premium at pay events, such as charging \$5.00 for a lunch that costs the Chapter \$4.50. This is an easy, relatively “painless” method of raising funds.

The Association is a non-profit, tax-exempt organization, whose status extends to local Chapters. For the Association’s tax identification number, or for advice on Chapter financial affairs, contact the Treasurer.

Elections. Chapter officers should be volunteers. Announce Chapter elections far enough in advance to allow nominees and volunteers to be identified. **Recruit capable Chapter officers**, but avoid “figurehead” leaders who may not have the time or the desire to serve as Chapter officers – it does neither them nor the Chapter any good, and may deprive others of an opportunity to lead. A single slate of officers may be elected by acclamation or voice vote, but competitive elections should take place with private ballots. Only active Chapter members are allowed to vote. Be sure to **send a list of new officers to the Secretary**.

3. Plan for Success

Chapter planning is essential for success. A well-organized Chapter establishes solid goals, maps out its activities in advance, and assigns specific responsibilities to committees, sections and individuals to help it achieve its objectives.

Establish Chapter Goals and Objectives. When new Chapter officers assume their duties, they should determine what the Chapter wants to achieve in the coming year. How often and when will meetings be held, what types of projects and events will it sponsor, fund-raising targets and membership goals are all items to consider when establishing Chapters goals and objectives.

Develop a Flexible, Yearlong Plan. Advance planning fosters Chapter success by focusing Chapter activities and raising member expectations. **Choose a regular day of the month to hold Chapter meetings/events**, for example, the 2nd Tuesday of each month. This establishes a benchmark for planning, and allows members to work them more easily into their schedules. **Make early decisions** on when to hold special events, especially when booking guest speakers or making reservations for golf tournaments, sporting events, and the like.

Plan Events Meticulously. Once event dates are determined, specific planning can get underway. Many organizations use a checklist to make sure all the details of an event are covered, such as room arrangements, protocol, audiovisual requirements, etc. After identifying projects and tasks, assign responsibilities to specific individuals or committees to establish working relationships and prevent duplication of effort. **Set timelines for task completion**, and follow up on them to ensure success. **Work together as a team** – no one individual can do it all, and the insights, experience, and assistance of others is always a plus.

4. Communicate, Communicate, Communicate!!!

Effective communications are the cornerstone of Chapter success. Regular contacts with Chapter members, the Board of Officers, and other Chapters will generate excitement and enthusiasm for the Association and help achieve its objectives.

With Members

Chapter members must be kept up-to-date on Chapter activities and events if they are to participate and contribute. **Monthly or quarterly newsletters** are valuable communication tools, as they can be used to share information, announce events, and provide Chapter points of contact. Newsletters also serve as hard copy reminders for upcoming events and keep members informed when they are unable to attend meetings. **Electronic mail and phone reminders** from section leaders prior to meetings or events encourage attendance and participation as well. Again, good advance planning, with **meetings at regular intervals**, raises member expectations and gets Chapter activities added to personal schedules earlier.

With Board of Officers

The Board of Officers can help Chapters in many ways and enjoys hearing from individual members and Chapters. **Keep them informed** by sending them newsletters, quarterly reports, and election results. **Invite them to special events**, as many Board members are enthusiastic guest speakers when their schedules permit. **Include Airlift/Tanker Quarterly** on your mailing list as well, for the editor publishes a section on Chapter activities.

With Other Chapters

Shared information between Chapters can be a great source of ideas that contribute to Chapter success. **Send them your newsletters** (put them on your mailing list) and request their newsletters (get on their mailing list).

5. Be Visible

Publicize Chapter Events

Publicizing Chapter events serves multiple purposes. It announces your existence, keeps members informed, and helps to attract new members. There are many avenues available to publicly announce Chapter activities, including:

- Newsletters
- Flyers
- Articles in base and community papers
- Base Bulletins, building circulars, and other regular announcements
- Organizational meetings (Wing stand-up, Commander's Calls, etc.)
- Electronic mail announcements (use with discretion – check local procedures)

Create and Maintain Association Displays

Small, strategically located displays are a great way to spread the word about the Association and its activities. One approach is to **showcase air mobility heritage** by gathering memorabilia or pictures and arranging them in a case or wall display under Chapter sponsorship. Be sure to **display membership brochures and Airlift/Tanker Quarterly** magazines where they can be seen and read. Spread the word!

Community Service Projects

Community service projects reflect well on the Association and provide opportunities for member involvement and interaction. Projects can take many forms, from base beautification and community volunteer work to fundraising for scholarships and charity. One successful technique is for a Chapter to **pick a long-term or annual project and focus on it**. Some examples are projects to create a museum or aircraft display, or sponsoring annual events like the Special Olympics. Also, **be alert for other short-term opportunities** that allow the Association to show its colors.

6. Recruit New Members

New members are the future lifeblood of the Association, and recruiting them is a vital Chapter function. Our Association is an open organization, with everyone interested eligible to join. **Encourage Potential Members** by making all Chapter events open to the public, and stimulating members to bring friends and co-workers to them. Be sure to **invite those in key leadership positions** to attend, for their support adds credibility and strength to Chapter affairs. If you get the leaders to come, the rest will follow. **Provide displays and/or presentations at base INTRO briefings**, which is a great way to reach out to newly arriving members or prospective recruits. Another idea is to start a sponsor program, where a Chapter or section may pay initial membership fees to reward and recruit outstanding performers, award winners, and other worthy individuals we desire in our Association. Some Chapters **interact with other groups**, including military associations (AFA, NCOA, AFCE, ROA, Daedalians, etc.) and base or civic leader organizations. Smaller Chapter has found success by holding joint or combine meetings with groups such as these that share common interest.

7. Take Care of Your Membership

Successful Chapters nurture their members and encourage their involvement in many ways. One of the most important is to **keep them informed** through all the communication vehicles mentioned in step 4 above. In addition, to achieve one of the Association's primary aims, activities and events should be geared to **provide for professional growth**. Guest speakers, seminars, and other events are ideal venues for gaining greater knowledge and understanding of air mobility issues, or for interacting informally with current and past mobility leaders. Above all, **make the Chapter fun!** Mix meetings and formal events with recreational outings and other informal events.

Two especially critical functions are how we **welcome new members and keep membership rolls** updated. New members should be personally contacted and welcomed by the President or other Chapter officer. The Secretary must also monitor changes in member rank, address, or duty status as much as possible to relay to the Secretary. In addition, the Chapter Secretary or membership officer/committee must **track expiring memberships and encourage renewal** through personal contact.

8. Provide for Your Successors

Ensuring a proper transition to new Chapter officers is a critical, but often-overlooked task that impacts year-to-year Chapter effectiveness. The best way to provide for your successors is to **create a continuity book** of Chapter information and materials that will guide Chapter management. It should include some of the following, as a minimum:

- Meeting minutes (at least one years worth).
- Copies of newsletters, flyers, and other communications.
- A current membership roster
- A Chapter Handbook and this guide.
- Project notes, records, and lessons learned.
- Important phone numbers and address (Board of Officers, other Chapters, local contacts, etc.)

Finally, meet with newly elected officers to bring them up to speed, and allow them the opportunity to ask questions of the current officers.

9. Support the Convention

The annual convention is the highlight of the Association's activities, with support and attendance from members essential for its success. Chapters are encouraged to **get involved in convention planning activities**, including the submission and presentation of symposium topics, registration activities, and other support needs. **Send a delegation** to the convention to represent the Chapter and participate in all convention activities. Finally, **encourage membership participation** by passing on convention information, getting leadership support for official travel, and arranging for group transportation, if feasible.

10. Above All, Remember and Support Our Purpose

“The Airlift/Tanker Association is a non-profit professional organization dedicated to providing a forum for people interested in improving the capability of air mobility forces.”

CHAPTER MEETING OR EVENT:

Sample Agenda:

Welcome and Opening Remarks

Posting of Colors (optional)

Pledge of Allegiance/National Anthem (optional)

Invocation (optional)

Introduction of Guests

- Head Table, VIPs, etc.
- Member Guests

Announcements and Reports

- Treasurer Report
- Membership Report
- Programs Report
- Open announcements

Main Program (as required)

- Meal
- Guest Speaker
- Presentations/Briefings
- Entertainment

Closing Remarks

- Thank project officers, club/restaurant staff, guest speakers, entertainers
- Present gifts/mementos to guest speakers

Retiring of the Colors (optional)

CHAPTER PROGRAMS AND THEMES

The vitality of a Chapter can be measured by the strength of its programs and themes. A properly oriented and lively Chapter program provides a stimulus to membership, and helps to achieve Association goals and objectives. In planning Chapter programs, it must be kept in mind that we are a non-profit professional organization dedicated towards improving the capability of air mobility forces and identifying and encouraging future leaders. Ideally, Chapter programs should be oriented toward professional education or the current status of mobility-related programs and issues. Our programs and themes should support these objectives:

Establishing air mobility forces and support adequate to fulfill the assigned mission of the United States military forces in inter-theater and intra-theater operations.

- To provide an organization through which men and women may unite to fulfill the responsibilities imposed by aerospace technology on modern society.
- To commemorate the services rendered by industry, military and government personnel in the Airlift/Tanker activities in which the United States or its allies have been or may become engaged.
- To promote scientific and academic research towards the further development of the Nation's mobility capabilities.
- To conduct and sponsor speaking engagements, seminars, symposiums, conventions, and public forums which support the advancement of all aspects of Airlift/Tanker and community relations.
- To encourage young men and women to participate in aerospace and Airlift/Tanker activities.
- To support research and advancement of related aerospace activities through scholarships and financial loans or grants.
- To encourage an exchange of ideas and provide for interaction between the Department of Defense and industry.
- To support efforts to establish and maintain the proud heritage of air mobility.

Program Ideas

A diverse Chapter program will appeal to the interests of all members, with a good mix of on-base and off-base events that provide opportunities for both social interaction and professional growth:

- **Briefings or presentations** on current mobility subjects, programs and issues.
- **Air mobility heritage recognition**, including films, personal recollections, or memorabilia displays.
- **Field trips** to base facilities, museums, industrial plants, aerospace agencies, etc.
- **Guest speakers** on topics such as leadership, professionalism, or mobility operations and plans.
- **Social or recreational events**, like golf tournaments, professional sports outings, or civic events.
- **Community service projects**, including base/community beautification, providing volunteers for or sponsoring special events, and charity fund-raising.
- **Joint meetings** with military groups like Daedalians, Air Force association, or local veterans groups.
- Combining any of these programs with a sit-down meal or reception promotes esprit de corps and adds further variety to the event. Always prepare an agenda to facilitate the flow of events, introduce guests, and conduct other Chapter business.

Sources of Material and Speakers

Interesting and informative guest speakers can be found to address a variety of air mobility subjects. Before you extend a formal invitation, especially to a senior officer or other busy individual, make sure that their schedules will allow it and an informal invitation has been accepted. Don't send uncoordinated invitations – you may unnecessarily put yourself in a bind as you wait for a response. Contacting an executive officer or secretary is a good place to start, then follow it up with a written invitation confirming the date, time, and subject of their presentation.

Here are some potential sources of guest speakers and how you might reach them:

- **Local Chapter members.** Seek those with special expertise, leadership, or operational experience.
- Local base and community organizations.
- **Air Force Major Command Headquarters.** Can be coordinated through the local Chapter, the Association MAJCOM representative, or the Vice President Active Duty Affairs.
- Air Force Reserve and Air National Guard Organizations. Work with local AFRC or ANG representatives.
- **The Pentagon,** including the Air Staff, Joint Staff and Department of Defense offices. Contact the Capital Chapter for assistance.
- **Industry Sources.** Your local industry representatives or the Vice President Industry Affairs may recommend potential speakers, subjects, or contacts.
- **Board of Officers.** Contact each individual directly for availability.
- **Other Services or Military Organizations.** Look for air mobility customers like the Army and Marines to gain their unique perspectives, or invite speakers from military-oriented organizations like the American Legion, Veterans of Foreign Wars or other local or national groups.
- **Retirees** with noted experience and/or "war story."
- Treat any guest speaker, regardless of rank, as a **VERY IMPORTANT PERSON.** They have volunteered their time and energy for the benefit of the Association, and we should recognize them for it.
- Be aware of and observe general rules of protocol, and a small memento or gift from the Chapter is an appropriate and meaningful way to honor them.

SECTION VI

GOVERNING POLICIES AND REGULATIONS

THE AIRLIFT/TANKER ASSOCIATION, INC.

BY-LAWS

31 October 2006

(Please see separate document)