

**AAS/SW
JOINT PROTOCOL
MANUAL:**

**HOW TO ORGANIZE AND
EXECUTE A SUCCESSFUL
ARCON**

(JPM-2)



JUNE 2005

Table of Contents

1 – INTRODUCTION	5
1.1 PURPOSE OF THIS MANUAL.....	5
1.2 USAGE.....	5
2 – ARCON BASICS	6
2.1 PURPOSE AND OBJECTIVES.....	6
2.2 PRESIDING OFFICER.....	6
2.3 CONCLAVE COMMANDER.....	6
2.4 ARCON STAFF.....	6
2.5 AFFILIATED ARCON PERSONNEL.....	7
2.6 JOINT AAS/SW BIDS.....	8
2.7 JOINT HOSTING OF CONCLAVES.....	8
2.8 JOINT CONCLAVES.....	8
2.9 CADRE SUPPORT.....	8
2.10 JOINT NATURE OF CONCLAVE.....	8
3 – RESEARCHING THE ARCON BID	9
3.1 CHOOSING THE DATES.....	9
3.2 RESEARCHING HOTELS.....	9
3.3 RESEARCHING MEETING FACILITIES.....	10
3.4 RESEARCHING BANQUET FACILITIES.....	10
3.5 RESEARCHING THE AREA.....	11
3.6 POTENTIAL OFF-SITE ACTIVITIES.....	11
3.7 TRANSPORTATION ISSUES.....	11
3.8 FORMULATING A PRICE.....	11
3.9 POTENTIAL FUNDRAISING.....	12
3.10 ACCOUNTING.....	12
3.11 CONSULTATION.....	13
4 – SELLING THE BID AT ARCON	14
4.1 BIDS.....	14
4.2 CONTACTING THE ELECTORATE.....	14
4.3 THE PRESENTATION.....	14
4.4 CONCLAVE PLANNING PACKAGE.....	15
5 – PROMOTING THE ATTENDANCE AT ARCON	16
5.1 IT STARTS ON DAY ONE.....	16
5.2 FALL PUBLICITY.....	16
5.3 WORK WITH YOUR AREA CC AND REO.....	16
5.4 CHEAP ARCONS = HIGH ATTENDANCE.....	16
5.5 WEBSITES.....	17
5.6 TRANSPORTATION.....	17
5.7 ADVISORS.....	17
6 – BOOKING FACILITIES	18
6.1 APPROVAL.....	18
6.2 HOTEL.....	18
6.3 MEETING SPACE.....	19
6.4 THE BANQUET.....	19

6.5	PARKING.....	21
6.6	OFF-SITES.....	21
7	– FINANCES.....	22
7.1	BUDGET REVIEW.....	22
7.2	REGISTRATION FEES.....	22
7.3	ADVANCE REGISTRATION.....	22
7.4	REFUNDS.....	22
8	– THE PROTOCOL OFFICER.....	23
8.1	THE ARCOP.....	23
8.2	THE DUTIES OF THE ARCOP FOR ARCON.....	23
8.3	NO-SALUTE ZONE.....	23
8.4	THE ARCOP IN PERSPECTIVE.....	24
8.5	OVERCOMING DISTANCE.....	24
8.6	CSCOPS.....	24
8.7	PROTOCOL SUITE.....	25
9	– ATTENDEES.....	26
9.1	GENERAL MEMBERS.....	26
9.2	NEW CHAPTERS AND SQUADRONS.....	26
9.3	CADRE.....	26
9.4	NATIONAL HQ REPRESENTATIVES.....	27
9.5	AAS/SW NCOP.....	28
9.6	AAS/SW EXECUTIVE MANAGEMENT DIRECTOR.....	28
9.7	AIR FORCE OFFICIALS.....	29
9.8	AIR FORCE ASSOCIATION LEADERS.....	29
9.9	SCHOOL OFFICIALS.....	30
9.10	GUEST SPEAKERS.....	30
9.11	FINIDING GUEST SPEAKERS.....	31
9.12	OTHER GUESTS.....	31
9.13	ESCORTING.....	31
10	– INVITATIONS.....	32
10.1	TIMING.....	32
10.2	TYPES OF INVITATIONS.....	32
10.3	ELEMENTS OF AN INVITATION.....	32
11	– CHECK-IN, CHECK-OUT, & HOTEL LOGISTICS.....	34
11.1	CHECK-IN.....	34
11.2	WELCOME PACKETS.....	34
11.3	CHECK-OUT.....	35
11.4	COMMAND POST.....	35
11.5	SECURITY.....	35
12	– EVERYTHING TO KNOW ABOUT MEETINGS.....	36
12.1	FACILITIES.....	36
12.2	ATTIRE.....	37
12.3	NAMTAGS.....	37
12.4	AGENDAS.....	38
12.5	WORKSHOPS.....	39
12.6	AWARDS.....	39

12.7	THE AREA AND REGION PARLIAMENTARIANS.....	40
12.8	POSTING THE COLORS.....	41
12.9	REQUIRED BUSINESS.....	41
13	– THE ARCON LUNCHEON/BANQUET.....	43
13.1	THE BANQUET MISSION.....	43
13.2	THE PROMINENCE OF THE ARCOP.....	43
13.3	SET-UP.....	43
13.4	SEATING.....	44
13.5	PLACECARDS.....	46
13.6	RECEPTION AREA.....	46
13.7	PROGRAMS.....	47
13.8	ORDER OF SERVING.....	47
13.9	THE FOOD ITSELF.....	48
13.10	THE SCRIPT.....	49
13.11	THE MASTER OF CEREMONIES.....	49
13.12	THE HONORGUARD.....	50
13.13	POW/MIA CEREMONY.....	50
13.14	TOASTING.....	51
13.15	INTERMISSION.....	51
14	– POST CONCLAVE.....	52
14.1	CONTINUITY REPORTS.....	52
14.2	THANK YOU NOTES.....	52
14.3	SURPLUS FUNDS.....	52
14.4	NATIONAL FUNDING ASSISTANCE TO MONEY-LOSING CONCLAVES.....	53
ATTACHMENT 1	– SAMPLE BUDGET.....	54
ATTACHMENT 2	– SAMPLE RESOLUTION.....	56
ATTACHMENT 3	– SAMPLE AGENDA.....	57
ATTACHMENT 4	– SAMPLE SEATING CHARTS.....	60
A4.1	14 PERSON SEATING CHART.....	60
A4.2	14 PERSON MODIFIED SEATING CHART.....	61
A4.3	13 PERSON SEATING CHART.....	62
A4.4	12 PERSON SEATING CHART.....	63
A4.5	10 PERSON SEATING CHART.....	64
A4.6	10 PERSON MODIFIED SEATING CHART.....	64
A4.7	8 PERSON SEATING CHART.....	65
A4.8	8 PERSON MODIFIED SEATING CHART.....	65
ATTACHMENT 5	– SAMPLE ARCON BANQUET SCRIPT.....	66
ATTACHMENT 6	– POW/MIA CEREMONY SAMPLE SCRIPT.....	73

1 - Introduction

1.1 PURPOSE OF THIS MANUAL

This manual serves three purposes. First, it explains the nuts & bolts of an ARCON. It outlines the process from researching the bid to what to do after ARCON. Second, by making this a national manual, it standardizes the way and ARCON should be conducted. Year after year and from area to area (or region to region), ARCONs will all be similar and professional. Third, this manual clarifies ambiguous questions from AASMAN-1, SWM, and JPM-1. If there are questions as to proper ARCON procedure, this is the first place to look and supersedes all contradictions between said manuals.

1.2 USAGE

- a. This manual is to serve as a guide to Area/Region Conclaves. Some deviation is allowed, but it is HIGHLY discouraged. When in doubt, contact the National Chief of Protocol for questions on the propriety of procedures. This manual focuses on what *must* be done at an ARCON. It does not address local traditions, for those can be done *in addition* to the procedures covered in this manual. Local tradition, ideas, and projects are encouraged to supplement the basic requirements for an ARCON. Once the necessities of this manual are met, all other additions are subject to the discretion of the ARCON Commander and the Area/Region Chief of Protocol.
- b. JPM-2 supersedes any conflict that may arise with JPM-1.

2 – ARCON Basics

2.1 PURPOSE AND OBJECTIVES

- a. The ARCON is serves first and foremost as a venue for Area and Region Business. Chapters and squadrons should plan in advance to discuss matters including but not limited to organization, communication, area/region level policy, the JNP, and national issues & projects. Business takes places in the form of both discussion and formal resolutions. (Ref. Ch 12)
- b. One of the primary objectives at an ARCON is elections. At ALL ARCONs, members should elect a new Area and Region Headquarters and a host for the following year's ARCON. ARCON allows membership to make this decision prior to NATCON to enable the elected units to learn and to prepare to assume office at the end of NATCON.
- c. An ARCON also serves as a venue to recognize outstanding members and units within an area/region. After business sessions or at the banquet, members are formally recognized for their contributions to an area/region or for superior performances with respect to their peers. The Area Commander or Region Executive Officer can choose to present awards in the forms of certificates, plaques and/or ribbons.

2.2 PRESIDING OFFICER

The conclave presiding officers are the Area Commander or his or her designated representative and the region executive officer or his or her designated representative.

2.3 CONCLAVE COMMANDER

Planning and executing conclave activities are the responsibility of the area/region conclave HQ commander, under the direction of the Area Commander and Region Executive Officer. An AAS squadron or a SW chapter may host the ARCON. (Ref Ch 2.4) The host unit chooses the conclave HQ commander from the general membership. If a member of AAS, the conclave commander holds the grade of AAS C/Lieutenant Colonel. This officer must prepare an after-action report on all facets of conclave operations and finances and provide a copy to the Executive Management Center, area HQ, region HQ, and the succeeding ARCON HQ. Ensure all continuity is transferred to the incoming ARCON HQ NLT 60 days after ARCON or by the end of the academic semester, whichever comes first.

2.4 ARCON STAFF

- a. Vice Commander (CV): If a member of AAS, the Vice Commander holds the rank of AAS C/Major. The Vice Commander assists the Commander and stands in for the Commander if he or she is absent. The Vice Commander is responsible for ensuring the staff maintains a professional continuity that will later be handed off to the next ARCON Staff.

- b. Director of Operations (DO): If a member of AAS, the Director of Operations holds the rank of AAS C/Captain. The Director of Operations' jobs may vary, but he/she will work with the ARCOP to ensure events run smoothly and in an orderly fashion. This officer ensures space is available and members are at the correct location at the right time. The Director of Operations may also make recommendations as to the schedule of events. The Director of Operations should schedule a safety briefing and is responsible for coordinating security. (Ref. Ch 11.5)
- c. Director of Information Management (IM): If a member of AAS, the Director of Information Management holds the rank of AAS C/Captain. This officer is responsible for keeping track of attendance. He/she takes notes at ARCON planning meetings and manages documentation related to hotels, meetings, etc. During the conclave, this officer takes the minutes of ARCON and prepares a report for the ARCON CC NLT 21 days after the end of ARCON.
- d. Director of Financial Management (FM): If a member of AAS, the Director of Financial Management holds the rank of AAS C/Captain. This officer is responsible for keeping an ARCON from losing money. Working with the Commander, the Director of Financial Management sets a budget, collects registration fees, and authorizes all payments to companies and individuals.
- e. Director of Public Affairs (PA): If a member of AAS, the Director of Public Affairs holds the rank of AAS C/Captain. This officer is responsible for publicizing the ARCON to the area/region and preparing welcome packets for attendees. These include details of the accommodations, schedules, and information on local tourist attractions. During ARCON, the Director of Public Affairs takes pictures and video to document the ARCON
- f. Director of Support (DS): If a member of AAS, the Director of Support holds the rank of AAS C/Captain. The Director of Support works in large part with the ARCOP to coordinate the smaller things, such as the event set-up, speaker gifts, and decorations. The Director of Support is responsible for either finding a Chaplain for the banquet. If a Chaplain or the Area DS is unavailable, the ARCON DS fulfills those duties.
- g. Activities Officer (AO): If a member of AAS, the Activities Officer holds the rank of C/Capt. This officer arranges any off-site activities, whether formal (e.g. a museum tour) or informal (e.g. providing discount coupons to local eateries). This officer needs to be skilled in public relations.
- h. Webmaster: ARCON staffs do not need a separate person to handle this position. The duties of this position can be shared by ARCON staff members. A webmaster would create a website to publicize information about the conclave, provide contact information for questions, and if possible, facilitate on-line registration and/or payment. (Ref Ch 5.5)
- i. Director of Training (DT): This position has been eliminated from the ARCON staff.

2.5 AFFILIATED ARCON PERSONNEL

For more information on the ARCOP or the Area and Region Parliamentarians, reference Ch 8 and Ch 12.7 respectively.

2.6 JOINT AAS/SW BIDS

- a. If there is both a chapter and a squadron present at the same location, they are encouraged to jointly host the ARCON. Silver Wings, Arnold Air, or both organizations can host any ARCON. The officers in any ARCON HQ are all joint officers serving both Arnold Air and Silver Wings.
- b. The commander can be from AAS or SW. The hosting squadron/chapter can elect to have two co-commanders, one from AAS and one from SW.
- c. The Staff will have the same positions as one hosted by a single squadron or chapter, except this staff will have mixed AAS and SW personnel. This means there will not be co-financial managers, rather, the position will be held by one person, either a member of AAS or a member of SW.

2.7 JOINT HOSTING OF CONCLAVES

Any conclave can be hosted by units from two detachments. There will be two co-commanders who will make a staff with members from both units. With the exception of the office of the commander, no other office will have co-officers. To host conclave with more than two detachments, one must receive authorization from the AAS National Commander and the SW National President. If approved, the same provisions apply as with any other conclave.

2.8 JOINT CONCLAVES

Any joint conclave of the units of the Society is authorized, subject to approval of the governing bodies of the units concerned. Scheduling will be by mutual agreement of the units concerned. Plan these events IAW all normal area/region conclave guidelines.

2.9 CADRE SUPPORT

To even be considered to host an ARCON HQ, you need authorization from the Professor of Aerospace Studies (PAS). Contact him/her in advance and explain what an ARCON entails and keep him/her updated as to your progress. This support is required prior to making the bid.

2.10 JOINT NATURE OF CONCLAVE

It is important to remember that despite the size of the organizations, Silver Wings and Arnold Air Society are *equal* organizations. No matter the numbers, all conclaves should be treated as joint events with both military members and civilians in attendance. Refrain from using acronyms, practices, or behaviors unique to either organization.

3 - Researching the ARCON Bid

3.1 CHOOSING THE DATES

- a. Area/Region conclaves are held one weekend each year between the 1st of October and the end of November. Conclaves are typically held Fri-Sun, but this may vary if there is a long weekend due to holiday. Should a conclave HQ believe it can not comply with this provision, the HQ must provide full justification in writing to the National HQ NLT the fall Board of Directors meeting. Justifications must be reviewed by the Executive Director and be approved by the National Commander and National President. (Ref. AASMAN-1, Attachment 4)
- b. Competitive pricing of hotel facilities is limited in small towns and “college towns.” Larger cities provide the most advantageous price competition. In small-and medium-sized cities, conclave planners must avoid scheduling any conclave during the same period as other major activities (e.g. trade fairs, major sporting events, homecomings) which would nullify the normal price competition in the city’s hotel industry. Obtain information regarding activities planned by other groups from the city convention or tourist bureau.
- c. In many areas, the peak hotel season will not span the entirety of October and November. Check with several hotels to determine the peak season and schedule the conclave during an off-time, if applicable.
- d. Check with schools in your area/region to ensure there is no major school function which may prevent members from attending. This can include midterms, homecoming, or a detachment activity.
- e. If there was a high turnout last ARCON, consider holding your ARCON on the same weekend this year as it was held last year.
- f. If all else fails, contact the National Chief of Protocol for assistance in choosing a date. He/she will help choose a date that conflicts with few other ARCONs.

3.2 RESEARCHING HOTELS

- a. When contacting any hotel, make sure to record contact information.
 1. Pricing for hotels will often vary, so it is important to know who quoted you what and when. Ask for the name, phone number, fax number, e-mail, and title.
 2. In larger hotels, make sure to speak to an individual in group sales. The person who first answers the phone will not be able to offer you the best price.
- b. You do not need to have a fancy hotel to have an effective ARCON; try to save money. However, ensure the hotel is something respectable enough for an officer or guest speaker to stay there; a youth hostel is not acceptable.
- c. When looking for a hotel, investigate many possibilities in the host city, even if they are not immediately close to the host school. Hotels offer a variety of discounts
 1. School: Many colleges and universities have affiliated hotel facilities on campus or in the local area. These facilities may provide a school discount or special tax exemption.

2. Group Discounts: Any reputable hotel will offer you a group discount. When soliciting such a discount, ask for the discount rate for a variety of attendance levels so that you can set a reasonable target for desired attendance.
 3. Military Discounts: Many hotels provide military discounts. Investigate this option, for it may save more than a group discount. Some hotels offer a military discount in addition to group discounts.
 4. Non-profit: The Arnold Air Society and Silver Wings are non-profit organizations. Many colleges and universities are also non-profit organizations. If you are paying from a university account, then you are part of the non-profit organization. Either way, many hotels provide discounts and/or tax exemption for non-profit organizations.
- d. Face to face meetings can be very effective when price negotiations become serious. If you have never negotiated a large contract, do not hesitate to ask a member of your cadre to attend a meeting and help negotiate a lower price. You can also direct questions to the Executive Management Center (EMC) and even have the EMC join in discussions via conference call.
 - e. Do not sign a contract until you have been awarded your ARCON bid. Never sign a contract without EMC approval and approval from your advisor. Keep a copy of the contract in the command post in the event of problems.

3.3 RESEARCHING MEETING FACILITIES

- a. Meeting facilities must be within walking distance of the hotel.
 1. Look to the hotel for meeting spaces first. As a large group staying in the hotel you should be able to parlay a meeting room discount.
 2. If you are staying on or near campus, you may be able to reserve meeting rooms for little or no charge from the university.
- b. For initial investigations, ensure meeting facilities must be able to accommodate chairs, tables, screens, PowerPoint projectors, and water. Further details can be resolved at a later time.

3.4 RESEARCHING BANQUET FACILITIES

- a. Look for a banquet facility after you find a hotel. Try to find a facility close to the hotel so you do not need to arrange transportation to and from the facility.
- b. There are three possible places to hold the banquet
 1. Hotel: Larger hotels can hold a banquet and provide a discount in conjunction with meeting space and hotel reservations.
 2. On Campus: If you are staying near campus, on campus catering may be able to provide affordable options.
 3. Other: If worse comes to worse, look for a nearby large restaurant, a local Elks Club Banquet Hall, or a Wedding Hall as a venue for a large banquet. Be creative and work with your advisor to find a suitable location if the hotel or campus can not accommodate your needs.
- c. When getting price estimates, remember to include a gratuity and taxes (if applicable). Some facilities have very high mandatory gratuities.

3.5 RESEARCHING THE AREA

- a. Ensure the area is safe.
- b. Does the immediate area close down at 5PM? Are there places to get lunch or dinner within walking distance? If at all possible, select an area with some options for conclave guests so that those without cars will have something to do and those with cars will be less inclined to use them. If attendees can remain in the immediate answer, it is best both in terms of safety and accountability.
- c. If in a larger city, assess the proximity of the site to a subway or light rail. This will allow greater access to the city's attractions and has shown to be quite popular at past ARCONs

3.6 POTENTIAL OFF-SITE ACTIVITIES

Organized off-site activities are optional at an ARCON. They can either be recreational activities, such as a welcome barbeque, pool party, or mixer or a community service project, such as cleaning a park or writing cards to veterans. Such events are wonderful projects, but they should not compromise the conclave's business or prevent members from returning home at an appropriate time on the last day of the conclave.

3.7 TRANSPORTATION ISSUES

- a. When choosing facilities, how easy is it to get there? Can people drive? Can they park? Is parking expensive? When researching a bid, look for inexpensive parking options in the area.
- b. In large cities, public transportation can be a valuable resource. Good busses, subways, and light rails can really help sell an ARCON bid.
- c. If you city is near a rail or airport hub, it may be easier or cheaper for members to ride or fly into the city. Officers and DVs will often elect this method even if general members choose to drive.

3.8 FORMULATING A PRICE

- a. Estimating the Cost: Attendees will have personal and conclave expenses to pay. Personal expenses include banquet costs, share of hotel room costs, etc. Conclave expenses are expenses distributed to all paying guests, such as cost of meeting facilities and the expenses associated with distinguished visitors. List as many expenses as possible, divide the total estimated costs by the amount of projected attendees. (Ref Ch 2.7.c) See Attachment 1 for a sample budget.
- b. Tax Exemption: Research your tax exemption status. Most colleges and universities are non-profit organizations. Nationally, the Arnold Air Society & Silver Wings is a non-profit organization. Between the two, hopefully you can exempt yourself from some or all taxes. Tax exemption is different in each state, so check with the state comptroller for tax exemption rules or contact the Executive Management Center.

- c. Attendance: Attendance will be your largest source of revenue. There are several ways to best estimate the number.
1. Use last year's attendance as a base figure. This number rarely varies by more than 10% in any given year.
 2. Attendance will depend on the cost. Assume attendance is the same at your ARCON as the previous year's ARCON, and compare prices. If the cost is significantly higher than the last year (20%+ greater), then decrease attendance estimates 5-10%. Conversely, if the conclave is significantly cheaper (by at least 20%) than the previous year, then increase attendance estimates 5-7% from the last ARCON.
 3. Attendance will depend on how well you sell ARCON. Promoting your ARCON early and often will remind people to save the funds to go. (Ref Ch 4) Furthermore, attractions in the host city may justify added costs. Most people will pay more to attend an ARCON if it is held in a city like Miami or New York than they would if it were held a rural location. Therefore, if the location is particularly special, assume more people will attend.
 4. Transportation costs will be a factor. If your host city is far away from the rest of your area/region, then you need to understand college students may not be able to pay for airfare, rail fare, or multiple tanks of gas. Even if gasoline is affordable, driving for a very long time can discourage attendance.
 5. If you are serious about your ARCON bid and concerned about attendance, talk you your Area Commander and Region Executive Officer (REO). Ask them to contact chapter presidents and squadron commanders to gauge interest in attending. This will not get you a specific number, but such an inquiry can indicate whether or not more or less members will probably attend compared with the previous year. In most cases, the attendance will deviate no more than 10% from the previous year
 6. Occasionally, there will be a major conflict, such as midterms, for a given squadron or chapter. This will reduce attendance and should be incorporated into the planning. (Ref Ch 3.1)
- d. Range of Costs: Since you can not get an exact cost until after your have reserve facilities and attendees paid fees, it is best to get a range. Have a range of the total costs, a range of cost for members attending, and a range of costs for officers. (Ref Ch 9). When you present to the area and region, they will be much more comfortable knowing your best estimate of a price, as well as a reasonable range for how much it may deviate. This way, if the price does go up, attendees will not complain.

3.9 POTENTIAL FUNDRAISING

If you can fundraise to defray the conclave costs, it is encouraged. All such fundraising must be in keeping with AFROTC and AAS/SW regulations. (Ref AASMAN-1 15.2.2) Apply to the host academic institution for funding or other financial assistance.

3.10 ACCOUNTING

Ensure that you have an account at the host institution for before hosting an ARCON. If your school is a non-profit institution, you may be eligible for non-profit organization tax benefits. Regardless, have an account and provide access to between two and four members of the staff. This account is necessary for maintaining accountability with deposited funds and for cutting large checks to services providers.

3.11 CONSULTATION

- a. The AAS/SW Executive Management Center is available to consult with any conclave host unit on the site selection, planning, finances, and operation of conclaves.
- b. The National Chief of Protocol is a valuable resource for ARCON questions. Feel free to contact him/her throughout the duration of the planning process.

4 – Selling the Bid at ARCON

4.1 BIDS

- a. Bids may be presented at ARCONs, NATCON joint caucuses, or by mail, depending on the governing manual's provisions or the commander's discretion. Area/Regions should not accept bids for conclaves unless the proposed host unit has completed a preliminary planning package. Selection is by a majority vote of the governing body. Area and Region HQs may jointly appoint an ARCON HQ host unit should no bid receive approval by the area and region.
- b. Bids should be proposed at ARCON when at all possible. A bidding HQ does not need to have all of the details finalized to present at ARCON.

4.2 CONTACTING THE ELECTORATE

In the weeks leading up to the ARCON when you will present your bid, contact the squadrons and chapters in your area. The Area Commander and the Region Executive Officer can provide you the rosters with contact information. Provide a small teaser to your bid. Get people excited and show the area/region you are serious about wanting to host ARCON HQ. Such an effort will only require minimal energy to be effective, yet will go a long way come the fall.

4.3 THE PRESENTATION

- a. At ARCON, try to have as many members of your proposed staff attend to participate in the presentation. Not everyone needs to speak, but having staff members demonstrates commitment and enthusiasm. Even if a staff member does not participate in the presentation, they still need to be available for any questions from the voting members.
- b. Have a professional, well thought out presentation. Include visuals and as many details about the proposed ARCON as possible. This includes a name (e.g. Americon), a date, details on the location, potential speakers, and possible attractions for after the business sessions. Most of all include information about the costs, for that is the most important issue to voters. The easiest format for such a presentation is a PowerPoint projection, for this can incorporate your key points, maps, and visuals. Videos also work and there is not required format for the presentation. A good presentation will make or break your bid, so take time to prepare the production and divide up the speaking roles. Ask the Area Commander and REO how much time you will have to make your bid and leave time for questions.
- c. To be chosen as an ARCON HQ, the membership needs to vote on a formal joint resolution. Submit the resolution ahead of time to the parliamentarians so they can present it during the actual vote. For a sample resolution, see [Attachment 2](#). The bid must be approved by both a majority of chapters and by a majority of squadrons, not simply a majority of voting members.

4.4 CONCLAVE PLANNING PACKAGE

Once a unit has been selected to host the ARCON it must submit a completed AAS Area Conclave Planning Package and proposed budget to the EMC for critique. Send the package to the AAS EMC (and other copies mandated in AASMAN-1, Attachment 4, para A4.3.) as soon as planning information is firm, but NLT the end of the academic year prior to the scheduled ARCON. Units should make no contract or agreement with any hotels or other agency until the AAS/SW Executive Management Center critiques and returns the unit's planning package to the squadron.

5 – Promoting the Attendance at ARCON

5.1 IT STARTS ON DAY ONE

The key to a good ARCON is a high turnout. It produces more business and allows more members to meet and work with each other. The key to a good ARCON turn out is to promote your event. The more people know about your ARCON, the more enthusiastic they will be. Remind area/region membership about your ARCON and publicize updates such as a guest speaker or information about the banquet. Do not go overboard, but remind membership about your event so it does not come as a surprise the following fall. The better you recruit, the more people will be willing to come and the easier it is break even.

5.2. FALL PUBLICITY

- a. Towards the end of the summer, resume e-mail reminders to squadrons and chapters. Set a timetable for fees and squadrons/chapters on an individual basis to come to ARCON until they register. You may have as little as a month between the time you resume school and the time you hold your ARCON, so do not hesitate to contact the whole area/region and also specific squadrons/chapters. Individual contacts tend to have a higher response, so try to mail, call, and e-mail each unit personally to answer questions and publicize your ARCON.
- b. To encourage more people to come, you need to accept late registrations. This is hard for planning purposes, so set a deadline for receiving registration fees two weeks before you actually need them. After the deadline passes, you will still be able to do a “special favor” for late registrants and allow them to sign up for your ARCON late. This will only help to increase attendance.

5.3 WORK WITH YOUR AREA COMMANDER AND REGION EXECUTIVE OFFICER

The more the Area Commander and the REO know the better. Even if you are the ARCON HQ, often times, members will direct questions towards the Area Commander and REO instead of you. They need to be knowledgeable and enthusiastic so that members will be motivated to attend. Keep the Area CC and the REO updated as to progress and plans. Use them to forward messages and critique your efforts.

5.4 CHEAP ARCONS = HIGH ATTENDANCE

The more you can lower the price of an ARCON without sacrificing quality, the higher the turnout will be. Besides lowering the fee you charge members, you can also encourage squadrons to fundraise to offset costs. ARCONS are chosen one year in advance, so that allows squadrons/chapters plenty of time to fundraise for the trip. Encourage squadrons/chapters to set fundraising goals and solicit companies for support. The less money members have to pay out of pocket, the more likely they are to attend.

5.5 WEBSITES

- a. Hosting: Websites may have an independent host location, may be hosted on the host unit's squadron/chapter website, or may be hosted on the area/region website.
- b. Content: Website should include all information about the ARCON. Include details on the facilities, the agenda, transportation, maps, costs, and contact information. Pictures are highly recommended. One should also include a roster of staff members, ideally with pictures and e-mail addresses. Ensure the presentation is easy to follow, yet attractive. This will encourage higher attendance and provide a common base for all attendees to draw upon.
- c. Registration: If possible, web registration is encouraged. Ensure there are different categories of registration for squadrons/chapters, cadre, and DVs. Utilize on-line registration to record information from the names of guests to their food preferences. The easier it is to register, the more likely one is to do it on-time. Ensure the website provide confirmation for the user once registration is complete either through an automated e-mail or from a member of the ARCON staff.
- d. Payment: One may register through a website and pay by mail, but as the technology becomes more readily available, it is in the best interest of all parties to be able to use on-line paying technology such as credit cards or PayPal™. Paying on-line increases the number of timely payments, presents more payment options, and prevents accidents such as lost checks in the mail.

5.6 TRANSPORTATION

ARCON HQ will assist in coordinating travel arrangements to the conclave. Make military airlift requests through appropriate channels. Use privately owned vehicles where practical. ARCON HQs should research and promote cheap methods of travel to their location (bus, rail, air) when applicable to encourage higher attendance.

5.7 ADVISORS

Invite every squadron or chapter advisor and every PAS in your area/region to attend your ARCON. Also invite their spouses. They pay higher fees to have a single room and increase your general numbers. The higher the numbers, the greater a discount you can receive.

6 – Booking Facilities

6.1 APPROVAL

No goods or services in this chapter may be purchased or contracted without the express consent of the conclave advisor. All EMC requirements must be met and all paperwork must be submitted before approaching the advisor.

6.2 HOTEL

- a. After choosing the hotel, obtain a copy of the contract. Have your advisor or the EMD read the contract before signing anything. Once you sign a contract, it can not easily be altered or voided.
- b. Be courteous and professional. A professional appearance and demeanor will get you further in negotiations than anything else. When meeting in person, all members, military or otherwise, should wear civilian business casual attire and be well-groomed. You represent a non-profit organization, so with a little charm, you should be able to secure a fair rate. Even after you sign the contract, you will be working with hotel management and staff even after ARCON is over dealing with last-minute concerns, cancellations, and other problems. Foster a good relationship from the beginning.
- c. The contract must include the following information. Do not sign any contract unless all of the following are included.
 1. Fees: List the number of rooms and the fee for each for the appropriate number of days (e.g. 20 doubles @ \$80 each and 5 singles and \$70 each). If there are any other fees, such as parking, service charges, etc, then list those as well.
 2. Payment Deadlines: If one must make a deposit, it must be listed as well as a schedule for payment. When is the balance due? Is it due all at once? In what form must you pay?
 3. Tax: Hopefully, you will be tax exempt. If so, that must be included in the contract and the hotel should have a copy of your tax exemption paperwork at the time of the signing. Tax laws vary by state, so some ARCONs will be responsible for some if not all taxes. Those taxes but be itemized as well.
 4. Cancellation policy: Most hotels set a date for cancellation. If you are not able to fill all of the rooms for any reason, then the hotel provides a deadline for informing them of such. Ensure the hotel cancellation deadline is no more than 14 days before you arrive. The later this cancellation date can be the better. The hotel will probably set a minimum number of rooms they expect you fill, but ensure that is in writing. If you want to add extra rooms or change the configuration (i.e. make a single a double), include provisions for the cost and deadlines regarding such changes. Last, determine if there are any change penalties. Some hotels may want to charge you for making changes or for canceling. Make sure this is in writing and ask that such fees be waived in advance before signing the contract.

5. Check-in/out: Ensure the contract states a check-in and check-out time and includes provisions for groups.
 6. Amenities: In the contract, include a provision stating the phone service, movies, room service, and any other luxuries the hotel charges for will be at the expense of the room occupant. An occupant can pay for whatever he or she chooses, but make sure the ARCON HQ will not receive the bill.
- d. If the hotel has a free continental breakfast, coffee, or any other free food service, inform the hotel you will be sharing that information with you group and list the probable times your guests may partake of such offerings. This way, the hotel will not run out of food and your attendees will not be hungry.

6.3 MEETING SPACE

- a. Even if the meeting space is being provided by the hotel or by a university, there must be a written contract. If it is not in writing, the provider may change the accommodations or space with little or no notice.
- b. In the contract, include provisions for location, technical facilities provided, food/beverages provided, and the set up of the tables and chairs.
- c. When writing the contract, verify there is a stipulated time the room will be made available. Plan for set-up and ask to have the rooms unlocked at least thirty minutes before the start of the first meeting.

6.4 THE BANQUET

- a. With some banquets, facilities are separate from the caterer. In that case, you will need two separate contracts which combined must address the following issues at least once. If you are holding any form of organized luncheon, these rules still apply.
- b. The most basic need is space and facilities. Whether it be in the hotel or a local venue, the contract needs to stipulate when you will use the facilities, when you (and if applicable an outside caterer) will have access for set-up and preparation, and what furniture will be available. Most hotels have specific dining halls, so most likely you will be the only function that evening. If having an outside caterer, they generally ask for four hours advance access to facilities. If the food services are in-house, ensure the doors will be unlocked to the ARCON Staff may decorate and otherwise prepare for the banquet two hours in advance. Further, stipulate the number of tables, the number of chairs per table, and their arrangement. Many banquets prefer to have an aisle, so include that in the contract if you so desire. Do not forget to include podium(s) and the heads table set-up. If you do not include this, the hotel is not required to have its staff provide extra furniture or to position it. (Ref Ch 13.3 and Ch 13.4)
- c. Once furniture is in place, the next step is table cloths and non-food items.
 1. Decide in advance on the shape of the table (round tables are preferred and recommended) so that appropriate-sized table cloths may be ordered. Choose whatever color(s) match the decorum or create the desired effect.
 2. Ensure that silverware and napkins are included in the contract and that the napkins match the table cloth.

3. Decorations vary and can be placed by a caterer or by members of the conclave. If the caterer is to provide decoration, stipulate what and how many. Typical decorations include a center candles, a small floral arrangement, or a symbol of the conclave.
4. Make sure to tell the caterer in advance that you need the table numbers. They will have devices to place in the center of the table with large numbers. This way, you can create a seating chart later. (Ref Ch 13.4)
- d. If there will be a projector or other technical equipment, ensure that audio and visual tools are prepared in advance. Have set-up and sound check completed 30 minutes before guests enter. Ensure that these facilities will be available and that ARCON staff members will have sufficient time to enter and prepare. Stipulate these provisions in a contract and double-check to confirm that all equipment will be provided.
- e. The food selection can be complicated. The more food options you have, the more expensive it is. Ideally, for the main course, have a vegetarian and a meat option (typically pasta and chicken) but provide as many as selections as you want.
- f. With regard to other courses, normally everyone eats the same salad or the same desert. It is cheaper and easier. If you are able to offer variety, it is not incumbent upon you to ask anyone other than DVs which type of a given course they prefer. (e.g. chocolate cake or apple pie) If you choose to ask the audience to choose an appetizer, for example, coordinate with the caterer via a card system as you do with the entrees. (Ref Ch 13.9)
- g. One of the most embarrassing things a caterer can do is disrespect the guest of honor. This person needs to be served first with every course. From the salad to the coffee, no one receives a plate (or bowl) anywhere in the room until the guest of honor is served. After the guest of honor is served, if he or she brought a guest, then that person is served. Afterwards, the rest of the head table is served, and then the general audience is served. This is not only a sign of respect, but it is also functional. No one is allowed to eat until the highest ranking person begins to eat (the guest of honor), so if the audience were served first, their meals would get cold. Both in advance and the day or the banquet, stress to the caterer the importance of the serving order for all courses. (Ref Ch. 13.8)
- h. Beverages are very important. All persons must have plenty of iced water. Iced water with lemon is allowed. In addition to water, guests need another non-alcoholic drink. With rare exception, toasts are supposed to be made with a non-water beverage. Iced Tea is the most common dinner drink. This should be part of the any food order. (Ref Ch 13.14)
- i. Alcohol is a luxury at ARCONs. While allowed, understand that most of the attendees will be under 21. If you want to provide alcohol, ensure that all guests consuming such beverages are of legal age. In addition, you must comply with all state laws dealing with the sale or dispensing of alcoholic beverages. Professionalism is important; no member should be allowed to have too much to drink. If that ever becomes the case, remove that person immediately so not to embarrass the conclave. Coordinate alcohol services with both the provider and the caterer. Ask your advisor or the EMC for assistance on the wording of any contract involving alcohol.

6.5 PARKING

Parking is relatively simple. Most hotels have their on parking facilities. Given that many people will carpool, the number of parking spaces needed is limited. If there is a charge for parking or parking passes required, confirm that information ahead of time. Ensure that there is a parking spot for all DVs and if possible, have it be close to the entrance of the building. Parking costs are the responsibility of attendees, including HQ personnel and DVs.

6.6 OFF-SITES

Off-site events vary from trips to the beach to tours of museums. Below are a few basic guidelines. If there are more specific questions, contact the EMC for proper procedures.

- a. If you are using an outdoor space, whether it is a park or a beach, chances are you will need to receive a permit from the local municipality. These permits define the limitations of the space, including food, sound, and activities. File any request for a permit twenty-one (21) days in advance and have it available during the off-site activities.
- b. If you are scheduling a tour of a venue, check to see if there are any costs or required means for identifying the group. In addition, verify that the space can hold the entire conclave at once.
- c. When going to any off-site, meet the manager of the space in advance. Find the contact information for the person who will be supervising the location on the day your conclave plans to visit so that if there are complications, you may contact that individual quickly.
- d. While NATCON does bring in chaplains to hold services, ARCONs are not required to do so. Rather, locate the nearest churches, temples, synagogues, etc. Most hotels should have a list locations and service times. Make that information available and provide directions if necessary.

7- Finances

7.1 BUDGET REVIEW

The National Director of Financial Management and National Treasurer may review any conclave budget and, with the consent of the National Commander, National President, and Executive Director, make budgetary changes necessary to insure the financial viability of the conclave HQ. See also AASMAN-1, para 5.5.4.3.

7.2 REGISTRATION FEES

Conclaves will be financed by a per-member registration fee determined by the conclave staff after a careful assessment of anticipated expenses and with the approval of the Area Commander and REO. (Ref Ch 3.8) The area and region HQs must provide whatever financial assistance it can, should the host squadron/chapter lose more money than the national funding guarantees as described in Ch 14.4.

7.3 ADVANCE REGISTRATION

Participants must pay registration fees in advance. If fees are not collected in advance, the host unit must set a cancellation date for tentative registrations. Members who do not cancel by the established date are responsible for paying their share of pre-planned, fixed costs, regardless of attendance at the conclave. (Ref Ch 5.2.b)

7.4 REFUNDS

Refunds of pre-paid registration fees to registrants unable to attend the conclave are the responsibility of the conclave HQ. However, if a registrant fails to cancel by the established date or fails to cancel hotel reservations prior to 1700 on the check-in day, the conclave commander may withhold that portion of the refund required to settle fixed costs or hotel charges for the first night of the no-show. No refunds should be issued unless the conclave has broken even. The conclave HQ is not required to make a refund for a single event of the conclave which a registrant does not attend. If a conclave has broken even, then all refunds must receive the approval of the ARCON FM followed by the ARCON Commander(s) and must be documented.

8 – The Protocol Officer

8.1 THE ARCOP

The ARCOP (Area Region Chief of Protocol) takes office at NATCON. This officer, like the ARCON CC, reports directly to the Area CC and REO. The ARCOP does not work for the ARCON CC, but rather with the ARCON Staff to help produce a successful ARCON. The ARCOP is at a disadvantage because he/she is usually not in the same location as the ARCON HQ. However, the ARCOP is responsible for all protocol and DV concerns, so this officer is a necessary and relevant part of any successful ARCON.

8.2 THE DUTIES OF THE ARCOP FOR ARCON

- a. Protocol: The ARCOP ensures all members are briefed on protocol before any other business is conducted. The ARCOP must ensure that all protocol rules are followed, including proper attire, proper dining procedures, and proper conduct throughout the conclave.
- b. Joint Relations: The ARCOP is the highest ranking member of both AAS & SW at the conclave. Whether it is through a workshop or briefing, he/she must strive to educate the membership on the necessity of joint relations and inform members of relevant updates in those areas.
- c. Joint Conclave: The conclave is a joint function and the ARCOP must emphasize that point during the initial briefing. The room will not be called to attention, ROTC cadets should not use military acronyms, and all parties must remember that there are civilians and military personnel working together. ARCON is not a military event. The ARCOP enforces this throughout the conclave.
- d. Be knowledgeable: The ARCOP must be well-versed in AASMAN-1, SWM, JPM-1, and JPM-2 and have access to all of them during the ARCON. It is also practical, though not required, to be familiar with *Robert's Rules of Order*.
- e. Choose a new ARCOP: The ARCOP must choose a successor to take over at NATCON. The process is conducted with the Area/CC and the REO. (Ref Ch 12.9.c)
- f. Attend to DVs: The ARCOP sees to the need of every DV. National staff members, the EMC representative, and any other special guests are the responsibility of the ARCOP. He/she must see that they have the proper information, have the necessary escorts, and feel comfortable. The ARCOP shields DVs from the concerns and problems of the conclave and helps them work on their job and enjoy their time. DVs should only see the best aspects of the ARCON. (Ref Ch 9)
- g. Help with planning: The ARCOP works with the ARCON HQ to coordinate the needs for protocol and of DVs with those of the conclave staff.
- h. If the ARCOP has any question regarding his/her duties, the ARCOP should contact the NCOP. For more information, see also JPM-1.

8.3 NO-SALUTE ZONE

At an ARCON, the ARCOP should declare the conclave and surrounding area a no-salute zone. This only applies to uniformed cadets saluting other cadets, however.

Officers must be saluted at all times when appropriate. Uniformed cadets also must salute when receiving awards. The ARCOP should declare this rule in advance and during the introductory protocol briefing. At a conclave, AAS rank supersedes AFROTC rank, but since the rank pin is difficult to see, it is not practical to mandate saluting.

8.4 THE ARCOP IN PERSPECTIVE

If a member of AAS, the ARCOP hold the rank of AAS C/Lieutenant Colonel, the same rank as the ARCON CC. The ARCOP reports to the Area CC and the REO, as does the ARCON CC. In terms of ARCON, the ARCON CC and the ARCOP are supposed to work together, not for one another, to plan the conclave. An effective partnership is the only way the ARCON will be successful. The ARCON staff also needs to recognize that the ARCOP has year-round duties and that while important; ARCON is not his/her only responsibility.

8.5 OVERCOMING DISTANCE

In many cases, the ARCOP and ARCON HQ will be separated by a considerable distance. There are several key factors towards overcoming this logistical barrier.

- a. Open lines of communication are important. Exchange contact information with members of ARCON Staff, the Area/CC, and the REO. This includes e-mail, phone, and instant messenger. The more you communicate the better.
- b. Start a message board so that all parties affiliated with the production of the ARCON can post updates, files, and queries for all parties to view. This will facilitate the exchange of information.
- c. The ARCOP should telephone ARCON HQ. E-mail will never be a complete substitute for the telephone. A periodic phone call (say weekly) will build an effective partnership.
- d. Start early: the ARCON HQ and the ARCOP are selected one year in advance of ARCON. Extend the lines of communication early and they will be easier to maintain.
- e. Meet up at the NATCON held before your ARCON. Hopefully, the ARCOP-select will be attending NATCON, as well as members of ARCON HQ. Take that opportunity to discuss ARCON and lay out a plan for the summer.
- f. If there are communication problems between the ARCOP and ARCON HQ, approach the REO and Area CC for assistance.

8.6 CSCOPs

- a. The CSCOP (Chapter Squadron Chief of Protocol) will work for the ARCOP during ARCON. If a member of AAS, as of 2005, the CSCOP holds the rank of AAS C/Captain. The ARCOP should be in communication with the fall semester CSCOPs as early as possible to educate them not only on their chapter and squadron duties, but also on their roles at the upcoming ARCON.
- b. The CSCOPs serve as protocol aides to the ARCOP at ARCON. The ARCOP needs to prepare several materials for the CSCOPs in advance of ARCON.

1. Schedule: The CSCOPs need to be given a modified schedule of events stating where they need to be, when they need to be there, required attire, and what they will be doing. For example, they might need to leave a business session early to assist the ARCOP in preparing the banquet.
 2. DV Names: The ARCOP should provide the CSCOPs a list of all DVs attending. This list includes names, titles, and preferably a picture.
- c. As a protocol aide, a CSCOP will typically assist in preparing welcome materials for DVs, set-up the reception area or banquet hall, escort DVs, and assist in enforcing attire and conduct guidelines.
 - d. In addition to serving as protocol aides, the ARCOP should hold a workshop or meeting for CSCOPs and those aspiring to hold the position to address protocol concerns and discuss joint relations concerns in the area/region. This time needs to be scheduled in advance. If a CSCOP wishes to present during this session, he/she should contact the ARCOP at least 14 days prior to the conclave.

8.7 PROTOCOL SUITE

If a protocol suite is available, inform all guests and DVs of its location. Stock the protocol suite with sewing notions, an iron, over-the-counter medicines, glasses, ice, room lists for ARCON, Region and Area Staff members, manuals, and other incidentals. If there is no protocol suite, these items should be kept in the command post. (Ref Ch 11.4)

9 – Attendees

9.1 GENERAL MEMBERS

- a. Definition: General members are paying members of both AAS & SW. They compose the bulk of the attendees. This includes candidates, active members, and honorary members. Area and Region HQ staffs are considered general members despite their leadership role.
- b. Responsibility: The ARCON Staff are responsible for general members. They serve as the primary point of contact.
- c. Accommodations: Normally, general members stay in double hotel rooms at double occupancy to save funds. Rooms are divided by gender and if possible, divided by squadrons/chapters. There will be some mixing of squadrons/chapters in a room. If there is a problem with the rooming situation, concerned attendees should contact the ARCON Staff and ask for a switch. Members always have the option of paying for a room for one to four people, but they must bear the load of the extra cost. In addition, the ARCON staff should keep the general members in the same vicinity on the same floor(s).
- d. Guests: Members may not bring a (non-member or non-candidate) guest to ARCON. If there is a pressing need to bring a guest, contact the National Chief of Protocol for permission. Without that permission, member guests, no matter the relationship, are prohibited.
- e. Travel: Most squadrons/chapters travel in one group or a few small groups. In most parts of the country, the most economic form of travel is POV. The ARCON Staff should be aware of all anticipated arrival times to ensure the safety and well-being of attendees.
- f. Escorts Required: No escorts are required.

9.2 NEW CHAPTERS AND SQUADRONS

Members from trying to found a chapter or squadron are allowed to attend ARCON. They should contact the Area Commander or Region Executive Officer and register as if they were general members with the ARCON Staff. Aspiring members must still meet the same attire and behavior requirements as all other members.

9.3 CADRE

- a. Definition: Cadre are members of the Air Force ROTC Staff at the host institutions for every chapter/squadron and proposed chapter/squadron attending the ARCON. Every advisor and PAS at a minimum must be invited to the ARCON.
- b. Responsibility: The ARCON Staff are responsible for inviting the cadre.
- c. Accommodations: Cadre members, regardless of rank, are to have their own room or a shared room with their spouse. Cadre members should be kept far away from general members on a different floor in a different section of the hotel.

- d. Guests: Cadre members may bring a guest (e.g. a spouse) and this should be included in the invitation. The guest may attend all functions, but may be periodically separated from his/her host if the host has official responsibilities.
- e. Travel: Cadre and their guests may opt to fly to an ARCON. If so, ARCON Staff should offer to provide an escort to and from the airport. If a cadre member is commuting by some method other than POV (train, air) ensure they have transportation between the ARCON and their point of arrival.
- f. Escorts Required: Cadre members, especially area and region advisors, if possible should be offered and escort to the first meeting and the banquet. If no escort is available, ensure the cadre member's chapter/squadron provides and escort.

9.4 NATIONAL HQ REPRESENTATIVES

- a. Definition: National HQ Representatives come from both AAS and SW HQs. They represent the national AAS-SW organization.
 - 1. Invite the National President and National Commander to every ARCON. They will respond to the invitation and will either attend personally or delegate a member of their staffs to attend. In some cases the National Headquarters are represented by the NCOP, the National Business Chair (NBC), or the National Webmaster. There will be a national AAS and a national SW representative at every ARCON. It is appropriate to contact National HQs repeatedly until you receive the information you need in order to meet conclave deadlines.
 - 2. National HQ representatives attend to discuss issues of national significance to the organizations. The conclave agenda should provide an opportunity for the HQ representative to discuss this and this should be coordinated 30 days in advance of the conclave.
 - 3. National HQ Representatives are funded by national dues.
 - 4. National HQ Representatives should be introduced at opening ceremonies. They should also be seated at the head table of the major social events space permitting.
- b. Responsibility: The ARCOP is responsible for contacting and attending to the National HQ Representatives.
- c. Accommodations: National representatives can share accommodations with each other or with other general members. Registration and room costs are the responsibility of the conclave. However, in the event that more than one representative from either the AAS or the SW National HQ attends, the conclave is responsible for the costs of only one representative from each headquarters. Extra National HQ representatives pay the fees of a general member, but still receive DV treatment.
- d. Guests: National representatives will not bring guests.
- e. Travel: National representatives will typically fly in to a host city. The ARCOP is responsible for coordinating transportation details and the ARCON staff should provide transportation to and from an airport or other arrival destination.
- f. Escorts Required: National HQ representatives require escorts to and from all events.

9.5 AAS/SW NCOP

- a. Definition: The National Chief of Protocol is invited to every conclave. Budgetary restrictions and time limitations restrict NCOP attendance to approximately 50% of the ARCONs in any academic year. Regardless of whether the NCOP will attend an ARCON, he/she is a valuable resource during the whole ARCON planning process.
- b. Responsibility: The ARCOP is responsible for contacting and attending to the NCOP.
- c. Accommodations: The NCOP attends as a non-paying guest (no registration fee expected) with the hotel room provided by the conclave. The NCOP can room with other members of national staff or general members and is not meant to burden the conclave
- d. Guests: The NCOP will not bring a guest.
- e. Travel: The NCOP will typically fly in to a host city. The ARCOP is responsible for coordinating transportation details and the ARCON staff should provide transportation to and from an airport or other arrival destination.
- f. Escorts Required: The NCOP requires escorts to and from all events.

9.6 AAS/SW EXECUTIVE MANAGEMENT DIRECTOR

- a. Definition: The Executive Management Director (EMD) is based out of the Executive Management Center (EMC) and serves as the director of both AAS and SW. He/she reports directly to the trustees.
 1. A courtesy invitation should be issued by all ARCONs to the EMD and spouse. Budgetary restrictions and time limitations restrict attendance to approximately 30% of the ARCONs in any academic year. Typically, the Executive Director attempts to alternate between the various Areas/Regions over a three-year period. The Executive Director will not attend without an invitation.
 2. The Executive Director may designate a representative to attend the ARCON in his place. Normally, this person will be a trustee or a National Administrative Consultant (NAC). As directed in AASMAN-1, this representative is afforded the same courtesies as the Executive Director.
 3. The Executive Director should be used professionally during the conclave (i.e. AFROTC cadre meeting, AFA or other special session). Additionally, the Executive Director should be given time on the agenda to address the general assembly about matters of national importance.
- b. Responsibility: The ARCOP is responsible of contacting the EMC. The ARCOP is the primary point of contact for the Executive Director or his/her proxy and attends to all needs.
- c. Accommodations: The Executive Director and spouse attend as non-paying guests. Registration and hotel fees are covered by the conclave. They have their own room and should be kept on a separate floor from general members. The EMD is typically seated at the head table for major social events of the conclave.

- d. Guests: The Executive Director or his/her proxy is invited to bring a guest. This guest receives the same benefits and respect of the Executive Director
- e. Travel: The ARCOP is responsible for coordinating travel and securing any assistance the Executive Director or his/her proxy may need.
- f. Escorts Required: The Executive Director and Guest require escorts to and from any event and whenever else requested.

9.7 AIR FORCE OFFICIALS

- a. Definition: The AFROTC and AFOATS Commanders are the highest level Air Force Officials appropriate to attend any given ARCON. Do not invite the AETC Commander, for example. In addition, one may invite the AFROTC Region Commander for the city hosting the ARCON.
- b. Responsibility: The ARCOP should send invitations and be the official point of contact for Air Force Officials and their aides.
- c. Accommodations: Air Force Officials and their spouses should have all conclave event and hotel fees covered by the conclave. If an official brings an aide, place the aide in a separate room in close proximity to the official. Keep the Air Force Official's room separate from the general members as much as possible.
- d. Guests: Air Force Officials are invited to bring a guest and an aide.
- e. Travel: Air Force Officials will most likely fly to the ARCON. Arrange to have a formal escort and request assistance from the ARCON advisor in arranging an officer as an escort.
- f. Escorts Required: Escorts are required everywhere. Contact the ARCON advisor, for an officer grade escort may be more appropriate.

9.8 AIR FORCE ASSOCIATION LEADERS

- a. The Regional Vice President and spouse should receive a courtesy invitation to a major social event.
 - 1. The ARCOP is responsible for sending this invitation and coordinating attendance should it be accepted.
 - 2. Travel and hotel are the responsibility of the invitee. Cost of the social event is the responsibility of the conclave.
 - 3. Following his/her acceptance of the invitation, attendance at functions flagged for AFROTC cadre should be encouraged.
- b. The State President and spouse should receive a courtesy invitation to the entire conclave or a major social function.
 - 1. The ARCOP is responsible for sending this invitation and coordinating attendance should it be accepted.
 - 2. Travel and hotel are the responsibility of the invitee. Cost of the social event or conclave registration is the responsibility of the conclave.
 - 3. Following his/her acceptance of the invitation, encourage attendance at functions that are flagged for AFROTC cadre.

- c. The Local AFA Chapter President and spouse should be invited to attend the conclave (as a non-paying guest). An invitation should also be extended to include local AFA members as paying guests at a major social function.
 - 1. The ARCON CC is responsible for sending these invitations and coordinating attendance.
 - 2. Attendees pay travel and hotel costs.
 - 3. Suggest that the chapter buy a table at a major social function.

9.9 SCHOOL OFFICIALS

- a. A Dean or Director level school official (or higher) from the host detachment's school should be invited as a guest at a major social function. His/her spouse should also be included.
- b. Normally, travel and overnight accommodations are not involved. The cost of the school official and spouse attending the social function is the responsibility of the conclave.
- c. The ARCON Staff is responsible for coordinating all details surrounding School Officials.

9.10 GUEST SPEAKERS

- a. Definition: The guest speaker is usually a senior Air Force official, military or civilian. He/she should be invited six months prior to the conclave (however, some speakers will be hard to book this far in advance). The Guest Speaker is the most important person at a banquet or meeting.
- b. Responsibility: The ARCON Staff typically finds a person to invite and the ARCOP then takes over, sending the invitation and serving as the point of contact (POC). In some cases, if the guest speaker has a connection to the hosting ARCON unit, it is appropriate if a member of the staff serves as the POC. The ARCOP should ensure the POC follows proper protocol and should proof all formal correspondence and materials sent to the speaker. The ARCOP is ultimately responsible for the guest speaker, even if there is a separate POC from the ARCON HQ involved.
- c. Accommodations: Active duty officers and DOD civilians are usually on per diem. In some cases this is true for industry executives. If so, the conclave HQ does not need to use complimentary rooms for the speaker or pay for his/her room--it is a gift from the Air Force or industry. However, he/she is invited to the conclave as a special guest and does not pay registration or other fees.
- d. Guests: Always include his/her spouse at no cost. The spouse may be seated at a DV table for the social event.
- e. Travel: Guest Speakers can arrive by many means including train, plane, and POV. Confirm arrival times the day of the event and ensure there are representatives or escorts to meet the speaker.
- f. Escorts Required: Escorts are required to and from the event in which the guest speaker will be speaking, as well as any related ceremonies (such as a social hour or reception)

9.11 FINDING GUEST SPEAKERS

- a. The National Chief of Protocol (NCOP) can help obtain guest speakers for conclaves, upon request.
- b. Contact your PAS or ARCON Advisor for advice. They will often know potential speakers or how best to find one.

9.12 OTHER GUESTS

- a. As with most aspects of protocol, the overriding factor is consideration of the guest of honor. The maximum number of guests varies with the amount of space and the type of function. The guest of honor's official party should always be included.
- b. Protocol may dictate that officers from the host commander's staff be selected for invitation by precedence. The ratio of host command representatives to special guests should be about one to one. Do not omit senior officers from the guest list, solely in order to "spread the wealth". These officers have an obligation to attend social functions. In addition, high-ranking visitors often expect to meet and socialize with them.

9.13 ESCORTING

Escorts need to be in service dress/business attire whenever providing an escort service. Escorts need to be well-groomed and show all customs and courtesies. Even when going to the airport or arrival/departure location, escorts need to wear this same level of attire. All questions regarding escorting should be directed to the ARCOP.

10 – Invitations

10.1 TIMING

- a. A general rule of thumb is that all invitations should be sent no later than 60 days in advance.
- b. Invitations to general members need to accommodate the academic schedule.
 1. If a conclave is held in October, send e-mail invitations at least 60 days in advance, but recognize that most schools do not start until late August at the earliest. Do not mail formal invitation packets until school is back in session.
 2. If a conclave is held in November, mail invitation packets when the school year begins.
- c. Invite the guest speaker as early as possible or six months in advance.
- d. Send a follow-up invitation to all guest speakers, Air Force Officials, and AFA leaders. Send the follow-up invitation 30 days in advance. It is also appropriate to contact these guests via e-mail or telephone for informal reminders.

10.2 TYPES OF INVITATIONS

- a. Formal Invitations: Formal Invitations may be engraved or handwritten. For an ARCON, if you choose to use an engraved invitation, use a computer or send it to a printer to create a professional image. Use white or cream colored card stock. Text should have black ink and organization logos should be in full color.
 1. Most guests at an ARCON do not require a formal invitation, but they are always appropriate.
 2. One may have multiple styles of invitations for various categories of guests. For example, one may choose to give a formal invitation to the guest speaker, but not to general members.
- b. Letter Invitations: The most common invitation is a letter invitation. This letter is especially appropriate for military personnel and affiliates. For an ARCON, this invitation should include the ARCON letterhead and be typed in black ink on white paper. ARCON letterhead is not squadron/chapter letterhead, but rather requires the AAS logo, the SW logo, and the name of the conclave, and the area/region(s) represented.

10.3 ELEMENTS OF AN INVITATION

- a. The Invitation: The invitation needs to include several elements
 1. Who: All invitations are sent as representatives of the ARCON. No matter who writes the invitations, they should be signed by the ARCON CC or the ARCOP.
 2. What: which events are the guest invited to? Not all guests are invited to all events, so specify the events and the duties expected at each event.
 3. When: When is the conclave or the event?
 4. Where: Where is the event? Directions and addresses will be included in the packet.

5. Dress: Specify the dresses required for the conclave. If the invitee is a civilian or will be bringing a civilian guest, list the civilian attire.
 6. Other details will be in the enclosed packet. The invitation needs to be short and sweet – it is almost a cover letter to the packet which contains detailed information.
- b. The Packet: When sending a paper invitation, include an invitation packet. Send one to each squadron and chapter, plus one with all individual invitations (e.g. include a packet with your invitation to the Executive Director). The packet can be a folder or any professional looking way of displaying the necessary materials.
1. Costs: If the invitation is to a paying guest, include information on fees and methods of payment. Do not accept cash payments, but include methods for alternate forms of payment (credit, check, money order.)
 2. Destination: Include pamphlets, pictures, and descriptions of the accommodations, the meeting ensure, the banquet facilities, the off-site (if applicable) and local attractions. The ARCON Public Affairs Officer should prepare this.
 3. Schedule: What events are happening during the conclave?
 4. Meetings: Include details on the meetings if it is available. This includes a schedule and available facilities.
 5. Banquet: Include information on the banquet and food selections.
 6. Speaker: Include information on a speaker. If possible, provide a biography.
 7. The Internet: Include information on a website, message board, or other on-line links relevant to the ARCON.
- c. RSVP: All invitations need to include RSVP information and forms. The ARCON staff can decide whether to mandate chapters/squadrons RSVP as a group or if members may RSVP individually.
1. POC: RSVPs need to include information about the point of contact for questions and follow-up.
 2. RSVP Deadline: When is the latest one may reply to the RSVP. For general members, confirm how many members in a chapter/squadron are attending and how many are not.
 3. Dietary Concerns: Include a section addressing dietary needs. This is important for vegetarians, those with religious prohibitions, and those with allergies.

11 – Check-in, Check-out, & Hotel Logistics

11.1 CHECK-IN

- a. Before members arrive, procure the cell phones a member of each unit and provide a contact number where you can be reached. This way, you can track parties as they arrive and be available if people get lost, delayed, or encounter any other problems. In the days leading up to ARCON, determine a tentative schedule of arrivals. The ARCOP should have this information of DVs and have arranged escorts prior.
- b. In the lobby of the hotel, set-up a table or other area where members can come to gather materials. This include the welcome packet (Ref Ch 11.2), parking materials, (Ref Ch 11.1.d), and if possible, a room key. If possible, obtain the keys for each of the attendees in advance so you may facilitate a quick and orderly check-in. Only provide the number of keys equal to the number of members present in person.
- c. All ARCON staff members participating in the check-in process should either be in service dress/business attire or standardized conclave attire. If there is a conclave shirt, for example, ensure all staff members wear a clean shirt in a professional manner so that they not only look professional in a public setting, but are also easily identifiable for arriving members and guests.
- d. Many hotels require parking passes or some identification to park on their property. Whether it is a discount pass or a parking permit, have these materials ready at check-in.
- e. If you are selling conclave souvenirs, receive permission from the hotel to set up shop in their lobby.

11.2 WELCOME PACKETS

- a. Welcome packets must include several materials. The Public Affairs Officer usually oversees the creation of such a packet. The materials may be placed in a large envelope, folder, or other suitable item. Ideally, all members should receive one. If not, then only delegates
- b. Welcome packets should include the following:
 1. Welcome Letter: This should be written and signed by the conclave commander(s). Someone else may type it, but it should be written in the name of the commander(s) and have their signature(s).
 2. Agenda: Include a printed agenda for meetings and for events as a whole. (See Attachment 3)
 3. Map to rooms/buildings for events: Include directions if transiting between different buildings.
 4. Guide to local attractions and eateries: Provide a list of locations and their distances from the hotel. If you can provide menus, that would be nice.
 5. Contact Information: If there is a problem, attendees need to be able to contact ARCON Staff members at all times.
 6. Safety Information: Where should one go or not go? What happens if they get in trouble or have too much to drink?

7. Biography of guest speakers: Ensure this is professional. Include a headshot and list of accomplishments.
 8. Delegate Badges/Nametags: (optional) Ref Ch 12.3.
- c. DVs will have special packets prepared by the ARCOP. These packets will contain all of the information in the regular packet, except with modified DV agendas and special invitations to events like the pre-banquet reception. The ARCOP will prepare DV materials and in conjunction with the Public Affairs Officer.

11.3 CHECK-OUT

For checkout, allow members to check-out with the hotel so they may leave when they need to. Have ARCON staff members there to address any problems or questions. These staff members must be in standardized conclave attire or in service dress/business attire.

11.4 COMMAND POST

All ARCONs must have a room or a suite that serves as the command post. At all hours, conclave guests with concerns or problems must have somewhere to go to address their issues. The command post should be equipped to handle a variety of problems such as late arriving members or a lost tie tab. The command post should be equipped with contact information for the ARCON Advisor, ARCON Staff, the ARCOP, the hotel, and all service providers.

11.5 SECURITY

- a. Despite the professional nature of the Arnold Air Society and Silver Wings, there will always be members that can cause a commotion. The ARCON HQ must have its own security patrols within the hotel and its property for all nights of the conclave to prevent loud or inebriated cadets from distracting other hotel guests that may be sleeping. It is in the best interest of all involved that problems are headed off at the lowest level, before hotel personnel or advisors need to be involved.
- b. ARCON security is supervised by the ARCON DO. Plan shifts for personnel that allow for enough rest and have more than one person on duty at a time. The ARCON DO must brief the ARCON advisor on conclave security procedures plans in advance of the conclave.
- c. If a serious situation should occur, ARCON security should report to the command post who would then in turn contact the hotel, ARCON advisor, or other appropriate authority.

12 – Everything to Know about Meetings

12.1 FACILITIES

- a. When planning an ARCON, it is necessary to reserve multiple rooms for meetings.
 1. There needs to be a room able to hold all attendees (use the number of attendees from last year plus 10% when estimating the number of attendees for the size of the room), officers, and other guests. This will be the room for joint business sessions.
 2. There needs to be two rooms for separate business sessions. It is appropriate to have the larger group – AAS or SW – remain in the original larger joint room while the smaller contingent goes to a second, smaller room. The second room needs to accommodate either the AAS or SW attendees with the same comfort level and furniture as the larger room.
 3. Break out sessions ideally will have their own set small rooms. However, being on a budget, this is not practical for most ARCONs. Therefore, breakout sessions can utilize any reserved space by congregating in different small groups through the room(s).
- b. Meeting facilities must be set up in a basic format.
 1. The meeting facilities must have a head table. In some auditoriums, it is not possible to set up a head table, in which case the area/region leadership sit in the front row. However, if there is a head table, it faces the audience. At this table shall sit the area and region parliamentarian, the Area Commander, the REO, the ARCOP, any Nat HQ representatives, and the NCOP if in attendance. The ARCOP should assist officers and DVs in finding a seat in the front row or wherever they prefer to sit. In separate sessions, the area and region staffs sit at the head table in their respective rooms if there is space.
 2. The audience must be sitting in rows with at least one center aisle. If there are rows of tables each with rows of chairs that will be the most effective set-up. However, tables are not mandatory for the audience. All chairs need to face the front of the room.
 3. There should be a podium with a microphone for all speakers. It can be in the front center or the room or off-center if there is a screen.
 4. There must be water and glasses on the head table. In addition, there needs to be ice water available in the room for the audience. If the hotel does not provide this service, then an ARCON staff member must do so. If the audience has rows of tables, then it is appropriate to place water on the rows of tables themselves. If not, place the water in the back of the room. If in rows, place a glass in front of each seat upside-down. If in the back of the room, stack ample glasses neatly so that all members can serve themselves water if desired.
 5. Rooms must have adjustable lighting and temperature control.
 6. Both meeting rooms must have the same set-up in terms of head table, podium, microphones, seating, etc. The only variable should be size.
- c. PowerPoint is an essential tool at all conclaves.

1. All meeting rooms must be equipped with a PowerPoint projector and a computer. The easiest thing to do is to connect one computer to the projector and to load presentations onto that one computer in the room. Changing computers takes time and can lead to technical problems and operator confusion.
 2. Ensure there is a screen or a white wall for projecting and images. If one room uses a screen, so too must all other rooms.
 3. Load all presentations in between sessions. There should be no delay due loading issues in the middle of business.
 4. The projector can also project other computer programs, including word, excel, and pdfs. It is appropriate to project any media provided it is part of business. However, PowerPoint is traditionally the most professional and most user friendly tool in a projection based presentation. Use it whenever possible.
 5. Laser pointers are authorized during presentations but are not required.
 6. Ensure there is always one person (hotel staff, cadet, anyone) in or around each meeting room who can fix technical problems. There must be one such person for each room being used.
 7. Projectors need an operator. This person will switch between applications and presentations, as well as advance slides during a presentation. The ARCON DO is responsible choosing and training the operators.
 8. When the projector is not being used during a business session or while switching between presentations, the projector lens should be covered so as not be distracting to the audience.
 9. PowerPoint presentations should utilize a dark background and large colored text for best viewing. Images and graphics are allowed and should be used in good taste. It is better to have more slides that people can read than to have too small text.
 10. If audio is to be used in any presentation for whatever reason (even as part of a video), test the sound before the business session and ensure the levels are appropriate and configured so as to prevent delays in session.
- d. Silver Wings and Arnold Air must have equal access to resources, including projectors, paper, and other presentations materials.

12.2 ATTIRE

All attendees must wear service dress or business attire to all business sessions in accordance with the provisions set forth in AASMAN-1, JPM-1, and SWM. The ARCOP is responsible for enforcing this provision.

12.3 NAMETAGS

- a. Name tags come in a variety of forms, including pin-on and clip-on badges. Stickers for nametags are discouraged. The nametag can be any color(s) and have a conclave logo if desired.

- b. Print or type the guest's title and full name on the nametag. For civilians, use the title Mr./Ms./Mrs. And the last name. Remember, for married women, the nametag should adhere to the following rules:
 - 1. Use "Mrs." only with her husband's name. For example: "Mrs. George C. Stone."
 - 2. Do not use "Mrs." with her name. For example: "Mrs. Barbara Stone" is not correct.
 - 3. One can use "Ms." with her name. For example: "Ms. Barbara Stone" is acceptable.
 - 4. Use the title "Ms." for civilian women if single or if you are unsure if they are married.
- c. Uniformed military personnel should use their rank (abbreviated) and their last name.
 - 1. One may write the full name or the just the last name. For example, either "Capt Hunter" or "Capt George Hunter" is acceptable.
 - 2. Cadets are simply cadets; do not write Cadet Major or C/Maj. Instead, just write "C/Smith" or "C/Jared Smith."
 - 3. For chaplains, use the title "Chaplain" instead of the rank. Do not abbreviate Chaplain.
 - 4. For military doctors, use the rank and name instead of "Dr."
- d. Name tags should be worn on the top half of the outermost garment so that they are completely visible. The lapel and pocket are appropriate. Military personnel should wear the name tags to avoid covering decorations or insignia. The ARCOP can set more specific guidelines for the conclave.
- e. Voting delegates should have such a title indicated on their nametag or should be given a second additional badge to distinguish themselves from non-voting members.

12.4 AGENDAS

- a. Conclave HQs will distribute a proposed schedule of events to all area squadrons and region chapters NLT 30 days prior to the conclave, include with the agenda a reminder that all proxy votes must be received by squadrons unable to attend ARCON, prior to that ARCON to facilitate the conduct of business.
- b. The Area Commander and the Region Executive Officer (REO) are responsible for determining the content of the agenda. The ARCON Staff allocates a certain number of hours for meetings (for example, from 0800-1200 and 1300-1700). The Area Commander and REO then divide that time between joint sessions, separate sessions, and break-out sessions. The ARCON Staff then arranges the facilities accordingly. The Area Commander and REO are responsible for forwarding their schedule to all squadrons and chapters NLT 15 days prior to the conclave.
- c. The ARCOP will communicate with DVs and relay their requests for presentation time. The National HQ representatives, the NCOP, and the EMD or proxy will always speak, so plan early for them. The ARCOP should contact these people to find out the length and format of their presentation. However, as a rough estimate, the EMD will speak for 20-25 minutes. The AAS and SW National Representatives, and

NCOP will speak for 15-20 minutes. These numbers can vary and these DVs may want to present more than once. All such presentations need to occur in a joint business session with the EMD presentation always to be one of the first items in the first joint business session.

- d. Ensure there is time for resolution proposal and voting in each separate and joint session.
- e. In separate sessions, agendas must include at least an organizational analysis by the Area Commander and by the REO, a financial report by the Area FM and Region Treasurer, and (brief) reports from all unit commanders or presidents.
- f. Maximize meeting time. It is easier to leave early for lunch than to add time at the end of the day for unfinished business.
- g. Be flexible, for the agenda will change quite often. ARCON staff is responsible for announcing changes prior to ARCON. Once the first business session has begun, the area and region parliamentarians are responsible for publicizing agenda changes.

12.5 WORKSHOPS

Workshops are encouraged at an ARCON. The topic can vary, but successful workshops have included topics such as leadership, networking, and joint relations. The ARCON Staff in conjunction with the Area Commander and REO should solicit members or representatives from national HQs to give workshops time permitting. They are informative and offer an alternative to a steady stream of briefings. Contact the NCOP if there are problems finding volunteers to present a workshop.

12.6 AWARDS

- a. Area level awards are the responsibility of the Area DS. Region level awards are the responsibility of the Region Secretary. They set the criteria and receive submissions in advance of ARCON.
- b. The ARCON DS should schedule and coordinate the actual presentation of awards. Typically, awards are presented during the last joint business session or during the evening awards banquet; awards may be presented at both. For presentations during the business session, coordinate with the Area CC and REO so that it may be put in the schedule. For awards during the banquet, coordinate with the ARCOP.
- c. The ARCON DS is responsible for the logistics of the award ceremony.
 1. Ensure that the awards are in a suitable location so that they may be presented before the ceremonies begin.
 2. All award ceremonies include a presenter, an announcer, and an assistant. The presenter is the one who physically hands the recipient the award, shakes his/her hand, etc. The announcer addresses the audience and describes the award; in some cases the presenter and announcer may be one in the same. The assistant has a copy of the script and hands the presenter each award as they come up. The ARCON DS must ensure all personnel are aware of their duties and are in place when the awards are presented. As an example, a typical award ceremony would have the Area

DS standing at the podium reading the award script, the Area Commander in front with the recipient, and a member of the ARCON staff facilitating the process by handing the Area Commander the certificates.

3. All award ceremonies need a script that includes the name of the award, the criteria, and the recipient. If there is a history involved with the award, include that as well. This script should be written by the appropriate area or region officer and then proofed by the ARCON DS before being inserted into the banquet script. (Ref Ch 13.10)

12.7 THE AREA AND REGION PARLIAMENTARIANS

- a. The Area and Region Parliamentarians begin their terms in office at the end of the previous NATCON. Their term lasts one year. As a member of extended area or region staff, the parliamentarians report directly to the Area CC or the REO. The Area Parliamentarian holds the rank of AAS C/Major.
- b. The Area and Region Parliamentarians are chosen at ARCON and begin serving their term following the conclusion of NATCON. The current parliamentarian selects his/her successor after interviewing all applicants and presents his/her choice to the Area/CC or REO, whichever is applicable. The Area CC or REO must approve the selection. Anyone selected must be able to attend ARCON and NATCON while in office.
- c. In the event there is no Area Parliamentarian for AAS or no Region Parliamentarian for SW, the Area CC or REO must appoint someone for the remainder of the term. Any person selected must attend ARCON and NATCON.
- d. The ARCON CC or ARCON DO should be in contact with the parliamentarians in advance to ensure all accommodations are in place for effective business sessions. Parliamentarians need to be briefed on the meeting facility set-up, available visual aids, and the availability of resources pertaining to conducting business.
- e. The parliamentarians have duties in both joint and separate business sessions. Prior to ARCON, the parliamentarians actively solicit resolutions and business agenda items.
- f. Each parliamentarian must also procure their own gavel and safeguard it throughout the conclave.
- g. Parliamentarians are responsible for formatting all resolutions and ensuring they are presented to the conclave in paper form and/or on the projector. (See Attachment 2) At the beginning of the first joint business session, the parliamentarians must announce a deadline for the submission of resolutions, allowing enough time for proofing and formatting.
- h. In the first business session, the parliamentarians must give a briefing on proper parliamentary procedures. They should also lay down expectations for conduct and behavior.
- i. During the joint business sessions, the two parliamentarians work together to facilitate and introduce each part of the agenda.
 1. The session is called to order by the parliamentarians and they begin by taking role call for AAS and then for SW. This is necessary to ascertain the number of eligible voting members.

2. The Parliamentarians must ensure sessions are kept within time.
 3. When it comes time for resolutions, discussion and voting is conducted as prescribed by *Robert Rules of Order*. Ensure that there are multiple periods for resolution proposal and voting.
 4. Meetings are closed by a vote.
- j. During separate business sessions, the parliamentarians run their respective sessions in the same manner as joint sessions.
 - k. Within 60 days of the conclave ending, the parliamentarians must write an after action report in memorandum form detailing the business sessions, the resolutions proposed, their votes totals, (if applicable), who voted for what, tabled resolutions, and any other relevant information. The meeting agenda and all resolutions must be included as attachments. This report is forwarded to the Area CC and REO and a copy should be placed in one's continuity.

12.8 POSTING THE COLORS

- a. Post the colors via a colorguard at the beginning of the first joint business session. Typically, one must have the United States Flag and Air Force flag, but additional flags are allowed. Observe normal flag protocol during the posting.
- b. The colorguard must wear attire in compliance with AFROTCI 36-2008.
- c. Only the rooms for the separate and joint business sessions need flags. In the separate business session room, flags should also be posted, but can be put in place before the session begins without formal ceremony.
- d. At the end of the last joint business session, the colors should be retired.

12.9 REQUIRED BUSINESS

- a. Roundtable sessions must be held to educate squadron and chapter officers. This is part of the national mission and is applicable to both AAS and SW members. For a complete description and list of requirements, reference AASMAN-1, Attachment 5.
- b. A new ARCON HQ must be selected. This is essential to proper planning and to the effective transmission of continuity.
 1. The Area CC and REO must solicit bids for the subsequent year's ARCON at the beginning of the fall semester. Solicit as many bids as possible as early as possible. Contact National HQs for assistance in this process.
 2. If 45 days prior to the ARCON, no squadron or chapter has volunteered to present a bid, the Area CC and the REO must e-mail the EMD and request assistance. A bid must be presented at ARCON and the EMD will contact potential chapters and squadrons personally.
 3. Each bidding ARCON HQ must be given time to present their proposal and a vote must be taken – even if there is only one bid. All bidding units must present a joint resolution for vote and the vote is subject to parliamentary procedures. The vote must pass both AAS and SW to be official. The assembly must come to a consensus and vote on a new headquarters before the ARCON is over.

JPM-2, June 2005

- c. The membership must vote on a new Area HQ and Region HQ. The votes must occur in separate session. Each bidding HQ must be given time to present their proposal and a vote must be taken – even if there is only one bid. All bidding units must present a resolution for vote and the vote is subject to parliamentary procedures.
- d. A new ARCOP must be selected at each ARCON to take office at the end of NATCON.
 - 1. The ARCOP chairs a three-person committee including the Area CC and REO that must choose the next ARCOP.
 - 2. Prior to ARCON, the ARCOP must send out requests for applicants to the position. The format of the application is subject to the discretion of the ARCOP. Actively solicit new candidates from both AAS and SW at least 30 days in advance.
 - 3. On the Saturday of ARCON, the ARCOP selection committee must interview and evaluate all candidates. The committee must come to a unanimous decision on the new ARCOP and make an announcement at the awards banquet. The ARCOP-select will serve as an apprentice to the ARCOP through the end of NATCON.
 - 4. For more criteria and information regarding the application process, reference JPM-1 8-B.
- e. A new set of parliamentarians must be chosen. (Ref Ch 11.5.b)

13 – The ARCON Luncheon/Banquet

13.1 BANQUET MISSION

- a. The ARCON banquet is designed to celebrate a successful conclave and the accomplishments of the AAS and SW members. Air Force officers, local officials, and non-members are secondary in every facet. This is why the head table places AAS and SW leaders as close to the center as possible and why members are the primary recipients of awards. Do not allow an advisor or non-member to dominate the event. If this is a problem, contact the EMC directly for assistance.
- b. An ARCON awards banquet is not a traditional military banquet. It is a joint civilian-military function focusing specifically on members of AAS-SW. It does not conform to military functions and its own protocol and procedures must be respected.

13.2 THE PROMINENCE OF THE ARCOP

The ARCOP plays a pivotal role at the ARCON banquet, the ultimate protocol experience for any conclave. ARCON banquets have more DVs and more guests than any other function at a conclave. The ARCOP ensures proper courtesies and respects are showed by members and oversee the countless logistical items. At an ARCON banquet, there is a preferred way to do everything, from place cards to placement of the forks. The ARCOP needs to be knowledgeable, plan for set-up time, and take this responsibility seriously. Unlike other ARCON events, the banquet will only succeed under the directed leadership of a sole individual, in this case, the ARCOP. Even if some of the preparations and procedures may seem unusual, to be most effective, the ARCON staff will need to defer to the wishes of the ARCOP.

13.3 SET-UP

- a. Ensure the furniture is arranged before the guests enter the room.
 1. The head table needs to be elevated and consist of rectangular tables in a straight line facing out towards the room. There needs to be a table skirt.
 2. The round tables for the general guests need to be arranged so that the colorguard can enter to post the colors and if desired, perform a POW/MIA ceremony.
 3. Each round table should have between eight and ten people sitting at each.
 4. Ensure the table numbers correspond with those on your pre-designed seating chart. (Ref Ch 13.4.c)
- b. If there are technical facilities (i.e. projector, music) to be used, test those one hour before the banquet starts.
- c. A critical facet to any banquet is the podium. There needs to be a podium at the center of the head table for use by the guest speaker and others addressing the assembly.
 1. If possible, install a second podium in the front off to the side away from the head table for the MC. In this case, the MC becomes the “off stage voice.” This takes away attention from the MC and provides it to those speaking from

- the main podium. It also allows for a quicker transition from the MC to one speaking at the center podium.
2. If it is not possible to have two podiums, ensure the MC is sitting in a location on the main floor so that he/she can access the head table quickly and easily.
 3. Every podium needs a microphone with an on-off switch.
- d. Decorations vary and can be placed by a caterer or by members of the conclave. Typical decorations include candles, a small floral arrangement, or a symbol of the conclave. If there is a centerpiece, it is traditional to give it to one person at each table at the end. If you want to do so, place a marker (a piece of paper in the napkin, a hole punch in the place card, a taped piece of paper under a chair) at one seat at each table and then at the end of the banquet, announce that the person with the marker can take home the centerpiece.
- e. Any gifts to be presented need to be stored in a hidden location, such as under the table. Any awards should be laid out on a table near where they will be presented. If the names are printed on the awards, ensure the table is not in an area where the recipients will be able to see them.

13.4 SEATING

- a. The head table is the most difficult part to balance. Constraints such as space, attendance, and priority will need to be taken into account. It is important that no one important is left off the head table, for it will be perceived as a great sign of disrespect. In order to ensure the proper people are at the head table in the proper order, all ARCOPs should confer with the ARCON CC and submit a copy of the head table layout to the NCOP NLT 10 days prior to the ARCON banquet for approval.
1. In contrast with a typical military banquet, no guests will be permitted at the head table. Whether military or civilian, if one brings a guest, that person must sit on the floor with the general assembly.
 2. The guest speaker is allowed to have one guest, such as a spouse, at the head table. This is the only exception.
 3. When determining the size and composition of the head table, the first concern is space. If the room is only wide enough to hold ten people and the podium(s), then the head table can only hold that many people.
 4. The size of the head table needs to balance the number of total attendees. For example, a head table of 16 people out of 70 total attendees would make the general audience consist of only 54 people. That is too small a ratio. Ideally, the number of people sitting at the head table should be less than 15% of the total attendees. This means if a conclave had 90 attendees at its banquet, the head table should have no more than 12 people.
 5. When determining the seating within the head table itself, strive for even numbers. There will be last minute cancellations and situations where someone must be added when no one may be cut, but if at all possible, strive to have even numbers.
 6. In determining placement, the rule of thumb is that the most important person sits in the middle and those of lesser importance sit further away from the

middle in that order. In any banquet, the guest speaker is the most important. He/she should sit to the immediate left of the center podium, and his/her guest should sit next to him/her on the same side of the podium.

7. If you have a chaplain attending, he/she is not required to sit at the head table. It is nice, but not required. Only sit an ordained chaplain at a head table, not an ordinary member filling the duties of a chaplain.
 8. To determine the placement of all other persons, see the sample seating charts (See Attachment 4) and choose the one most applicable to the size of your head table.
- b. If the size of your table and guests involved do not match the sample seating charts, remember these rules when deciding who sits at the head table and who is cut.
1. The guest speaker and his/her guest are most important, followed by the EMC representative, the Area/CC, the REO, and then the Area HQ and Region HQ advisors. They always need to be at the head table. As host of the conclave, the ARCON commander should also be at the head table. This composes a core group of 8. If the guest speaker did not bring a guest, replace the guest with the ARCON advisor to create the core group of eight (8).
 2. Once the core group of eight is in place, strive for balance. For example, if there was more room at the head table and it was appropriate to increase the size of the table given the size of the audience, one could then add the national HQ representatives to either end of the table.
 3. If the national HQ representatives are seated at the head table, and the NCOP is present, the NCOP needs to sit at the head table as well.
 4. The NCOP's seating location at the head table can vary to a large degree. The NCOP can sit on either side of the table and be used to balance out a person without an equal. For example, the Area/CC and REO are equals and sit equally far away from the guest speaker. If there is someone without an equal (such as an AFA official or the ARCON advisor), use the NCOP to balance the table.
 5. When making cuts, the first to go are the incoming Area/CC and incoming REO.
 6. The ARCOP, despite being a key part of the banquet, is among the first to go if cuts need to be made to the head table. The ARCOP should not be at the head table if the NCOP can not be at the head table.
 7. The (ordained) chaplain is a luxury and sits at the head table only if there is room and if it makes sense in terms of balance.
 8. Contact the NCOP if there are further questions.
- c. Other guests will be seated at tables on the floor. Within those tables, there is a hierarchy as well.
1. Lesser DVs, such as AFA officials, local officers, and members of area/regions staff need to be seated in the front and center tables. Not all attendees need an assigned table, but it is important that these important people are in the front of the room not only to show them respect, but so that if they are recognized in the banquet script, they can stand and be viewed by the whole assembly.

2. Spouses of members at the head table normally prefer to be grouped together or grouped with other people they know. They should also be in the front of the room.
 3. Within each table, one does not need to have assigned seats. If you choose to do so, the place of honor within the table is the seat with the most direct view of the podium. The place of least respect is the one whose back is directly towards the podium. If assigning specific seats, place the highest ranking person at the table and their guest with the best view, and rotate people in order of importance around the table so that the lowest ranking person is directly facing the highest ranking member of the table.
 4. For all other attendees, if there is to be assigned seating, group squadrons and chapters together so that attendees know the people with whom they are sitting. Unless the officer expresses a specific interest to sit with his/her squadron or chapter, group officers together in the front of the room.
- d. Since there should be at least some people at assigned tables, all tables need to be marked. The caterer normally can provide table markers. Several copies of the seating chart should be posted outside the banquet hall before guests arrive. There needs to be a labeled diagram of the room so people can orient themselves and the names of the guests need to be listed alphabetically and also by table.

13.5 PLACECARDS

Place cards are used to indicate a specific seat. An aide or the host/hostess or Chief of Protocol usually places the cards. Protocol must be followed to avoid embarrassment.

- a. The place card emblem is based on the grade of the host, not the grade of the ranking guest.
- b. Place cards should be hand written in black ink (never typed).
- c. Place card size should allow the fully spelled out title and last name of the guest. The exception to this rule is military titles with two words. In this case, use the conversational title. For example, the place card for Major General Smith would read, "General Smith" and for Lieutenant Colonel Brown it would read, "Colonel Brown."
- d. For designated senior officials, omit the name and use only the title. For example, "The Secretary of Defense" is correct without a name.
- e. For chaplains, use the title "Chaplain" instead of the rank.
- f. For military doctors, use the rank and last name instead of "Dr."
- g. The place cards for male civilian guests should read, "Mr." with the last name. For female civilian guests, use "Ms." with the last name unless you are certain that she is married. For married women, use "Mrs." with the last name.

13.6 RECEPTION AREA

- a. The ARCOP needs to provide invitations to all DVs to attend a pre-banquet reception in a room within walking distance of the banquet room. The reception typically begins one hour before the banquet and DVs, ARCON staff, the ARCOP, and Area/CC, the REO, and any other members of the head table are invited.

Funding at ARCONs is limited, so the reception does not need to be fancy. There needs to be water available, but in an ARCON setting, hors d'oeuvres or other beverages are not required.

- b. Ten minutes before the scheduled beginning of the banquet, the ARCOP instructs his/her aides to escort DVs not sitting at the head table to their respective tables on the floor. One aide escorts only one table of people at a time. The aide should make casual conversation and walk as slow as the slowest member of the table.
- c. Prior to the reception, the ARCOP should arrange chairs in a straight line along the wall equal in number to the number of seats at the head table. Attached to each chair should be a typed piece of paper (large font) with the name and title (e.g. Gen Smith) of each member of the head table placed on their respective chair. When the other people at the reception leave, have the members of the head table take their seats. When they are seated, they should be in the order they will enter the room to sit at the head table. The ARCOP will then brief all guests on how they will enter the room, where the podium will be, and where they will gather after they adjourn for the intermission. (Ref Ch 13.15). The ARCOP then gives the word and the head table walks towards the banquet hall so they may be announced.

13.7 PROGRAMS

- a. Each attendee should have a program placed at their seat which can be up to several pages long. The program should be folded book style and be 5" x 8.5" (which is one sheet of paper folded in half). The program should include the following:
 1. Program Listing: What will happen and who is conducting each piece of the program. For example, list who is presenting the awards and the benediction.
 2. Awards: Provide a listing of which awards are being presented and their criteria. Do not list the recipients.
 3. Guest Speaker Biography: Include a biography of the guest speaker. This should list a brief history, list of professional awards and accomplishments, and a few personal details (like hometown, alma mater, or the name of a spouse and children). There should also be a small picture of the guest speaker in the bio.
 4. Toasts: If there are to be prescribed responses to toasts, list them in the program. (Ref Ch 13.14)
 5. Other: It is also appropriate to list special thanks to those who donated funds or helped produce the event. One can list a history of the organization or any other desired details.
- b. Many ARCONs have financial limitations and therefore programs do not need to be ornate or expensive. Color programs on card stock are ideal, but a lesser paper and fewer colors are acceptable if financial constraints exist.

13.8 ORDER OF SERVING

- a. Serving should go in order of importance. In a banquet, the main speaker and guest (if applicable) is (are) the first to be served for every course. Next to be served is the

head table, followed by the general assembly. Ensure the wait staff is aware of this hierarchy in advance.

- b. The guest speaker must have direct access to all common items, such as condiments or beverage pitchers. The guest speaker and those most important must also have first opportunity to choose a roll, to take a piece of butter, or select a salad dressing. No matter that table, the highest ranking member has first access, and then the resource is passed down the line or around the table from person to person in order of seating.

13.9 THE FOOD ITSELF

- a. The number of courses varies depending on the budget. Thus, the timing will be different at each ARCON. Normally, once the first course (e.g. a salad) is served, there are no other activities. The courses are served in succession up through the main course.
- b. After the main course, the MC will announce that there is an intermission and the head table will depart. When the assembly returns and the awards are to begin, the wait staff can begin to serve desert and coffee. Desert and coffee are provided during this part of the program to expedite the banquet, but also to keep guests awake.
- c. Regarding food selections, discuss in advance a system of indicating member preferences so the wait staff is aware of what food to bring to what table. There are multiple ways of going about this.
 - 1. If guests indicated their food preferences prior to arrival, you can provide a color-coded card to each member with their room keys linked to their food choice. At the banquet, they may place the card next to their plate as a signal to the wait staff.
 - 2. You can create a set number of meal choices (say 20 pasta, 40 chicken, and 30 beef) and create colored cards on a table at the entrance of the banquet facilities. Guests can choose food options on a first-come first-serve basis. This will ensure food options are distributed evenly. Caterers need to know in advance the quantity of each type of food to bring, so therefore you need to decide on a limit of each dish in advance or pay very high fees.
 - 3. Keep in mind that no matter the method, you must ensure those with special dietary needs and DVs are accommodated first.
 - 4. Note that guests forget their original meal choices and change their minds for various reasons. If you wait until dinner is served to let them choose their meal, there may be an imbalance of meal choices and shortages can arise. Ask the caterer how much of each food item will be provided and how much flexibility there will be for those who show up unexpected or who decide they want an alternate food choice.
 - 5. ARCON staff needs to be prepared to eat several dishes. If a DV changes his/her mind and wants the chicken, and there is a finite quantity of chicken, ARCON staff should be prepared to sacrifice the chicken dish they originally ordered to instead eat the dish the DV originally chose.

13.10 THE SCRIPT

- a. The banquet script is the most essential part of the banquet. One can not proofread the script enough times. The ARCON DO is responsible for the script, but should work in conjunction with the ARCON CC, DS, and ARCOP. (See Attachment 5)
- b. When the script is finalized, print several copies in large font. The MC, the ARCON/CC, the Area/CC, and the REO should all have copies. The script should be placed on the podium(s) in advance. The font needs to be large enough so that it is easy for all persons to read while standing; the script itself will be many pages long.
- c. The script should not only include text to be read, but any notes about positioning or other behaviors that would occur during the evening.
- d. The script should be in a composite format, meaning that anyone who speaks in any capacity should have their name and their lines listed in order on the same script. The exception will be the guest speaker, who does not have to have his/her speech included in the body of the script.
- e. Include the award script in the banquet script so it is one seamless document. Decide in advance if the MC will read that portion of the script or another member, such as the Area DS.
- f. Many banquets normally end with the Air Force song. If so, make note of that in your script. The ARCON DS is responsible for procuring any music and operators to play that music.

13.11 THE MASTER OF CEREMONIES

- a. The Master of Ceremonies (MC) facilitates the ARCON banquet. He/she is not the center of attention, but rather introduces speakers, can assist with award presentations, and announces procedural matters.
- b. An ARCON is not elaborate enough that it needs a separate "off stage voice" and a master of ceremonies as one might see at a larger banquet. One person can fill all of the responsibilities.
- c. The MC is normally not a member of the head table. If necessary, the ARCOP can fill that role, but no other member of the head table should be the MC. The Area/CC, the REO, and the ARCON/CC should not MC the banquet under any circumstances, for they have official duties during the banquet.
- d. The MC needs to practice reading the script. He/she needs to have a clean, professional uniform and a clear articulate voice.
- e. The MC must read the script and enquire as to the pronunciation of any difficult words or names.
- f. The MC sits in one of the front tables so that he/she may access the microphone easily.
- g. The MC normally introduces all persons who speak at the center podium. The one exception is the guest speaker, which is often introduced by another person. In this case, the MC would introduce that person.
- h. The MC is the first to speak by welcome the guests and introducing the arrival of the head table and concludes the banquet when announcing the exit of the head table for the last time.

13.12 THE HONORGUARD

- a. The honorguard must arrive at least one hour before the start of the banquet to practice and set-up.
- b. The ARCON DS is responsible for securing the materials for the honorguard. If the honorguard can not bring its own materials, the ARCON DS should contact detachments in the vicinity or military installations.
- c. There are various flags required at this banquet. They should all be the same size and have bases on which they could be posted. See also AFMAN 36-2203 and JPM-1 for information on flag order and procedures.
 1. The American flag is required and should be posted by the honorguard.
 2. The Air Force flag is required and should be posted by the honorguard. Other services are optional.
 3. If a flag officer is attending, (general or admiral), one must provide the appropriate general or admiral flag (1,2,3 or 4 stars). This can be borrowed from the flag officer's aid or from a local base. This flag can be posted in advance or posted with the other flags. If there are multiple flag grade officers, then the conclave will need one flag for each such officer.
 4. If there is to be a POW/MIA ceremony, one should have a POW flag. It is not required, but highly suggested. This flag can be posted in advance or with the other flags.
 5. One may choose to have a state flag, school flag, or any other flags. If a state flag is used, it should be posted with the American flag by the honorguard. A school or other flag may be posted with the other flags or may be put in place in advance.
- d. The honorguard usually comes from the host institution and does not have to be composed of AAS or SW members. All uniform items must be accordance with AFROTCI 36-2008.
- e. There must be room for the honorguard to process in and perform any duties necessary. Coordinate with the ARCON DS in advance.
- f. The honorguard should be allowed to stay and eat at the banquet. The costs of the meals are at the discretion of the ARCON staff. The MC should acknowledge the honorguard's contributions at some point during the evening as well.

13.13 POW/MIA CEREMONY

The POW-MIA Ceremony is generally used in conjunction with the opening of a dinner function. It originated with several of the ROTC and JROTC units in Florida and there are many different versions. Groups who use the ceremony modify it to suit their local requirements. For example, JROTC units often do not have access to hats and do not use them. Sometimes there are not enough people to do all five services so four are honored, instead. You should be selective and develop an approach, which works for the time and resources available to you. See Attachment 6 for a sample script and set-up endorsed by the AFA.

13.14 TOASTING

- a. Toasting is expected at all ARCON banquets. The first several toasts are planned in advance and different members from the assembly are selected to propose the toast in advance. For toasting information, reference JPM-1, Chapter 4.
- b. Toasting is normally done with a non-water beverage, such as iced tea. The one exception is a toast for the POW/MIA which is done with water. Reference JPM-1, Chapter 4.3.

13.15 INTERMISSION

- a. During a banquet, there is typically a break after the main course and before the guest speaker to allow guests to stand up, stretch, and use the lavatory facilities. The intermission is normally ten minutes long and is built into the schedule.
- b. When it comes time for the intermission, the Master of Ceremonies will announce there will be a break and how long it will be. The MC should tell people at what time (e.g. 8:45 PM) they should be seated. The MC then commands the assembly to rise (military members stand at attention) for the exit of the head table. The head table processes out in a manner pre-determined by the ARCOP.
- c. When outside of the banquet hall, the ARCOP establishes a time and place for the head table to meet so that they may process back in at the end of the intermission.
- d. To return from the break, the off-stage voice tells the assembly to rise (military personnel stand at attention) for the return of the head table. They will then process in. If there is no off-stage voice, but instead the MC is also a member of the head table, he/she will enter and announce the arrival of the head table instead of marching in with them.

14 – Post Conclave

14.1 CONTINUITY REPORTS

- a. After every ARCON, all officers need to create a digital continuity. There needs to be a digital version of all documents, contracts, and information. All officers should place their information on a CD-RW so that future ARCONs may not only read the files, but add to them as well. The ARCON budget may be used to cover the costs of these CDs.
- b. In the continuity files, one should include documents relevant to their position, a memorandum explaining their position, responsibilities, and challenges from this year, and an after action report on their role at ARCON.
- c. The ARCON CV is responsible for ensuring all staff members create/update a valid continuity. Afterwards, the CDs and any folders are delivered to the ARCON CC.
- d. The ARCON CC must turn over all continuity to the new ARCON CC within 60 days of the end of ARCON or by the end of the academic semester, whichever comes first.

14.2 THANK YOU NOTES

- a. Thank you notes should be received within 10 days. Whoever sent the invitations (ARCON CC or ARCOP) should send thank you notes to those people.
- b. Good manners dictate that you thank someone who has entertained you as a houseguest, dinner guest, or any similar activity. Any time you receive a gift or someone's hospitality, a brief letter of appreciation (thank you note) is appropriate.
- c. The note should be written as soon as possible following the occasion. Never delay writing for more than one week. Excuses such as "I've been busy", or "It slipped my mind" are not acceptable.
- d. The tone of the note should be informal in order to convey the sincerity of your appreciation. Avoid typed or pre-printed store-bought thank you notes. Gratitude can not be advertised with a printed sign that spells out "Thank You." Gratitude is transmitted only through the written word. Typed letters may include an optional handwritten note to the left of the signature block.
- e. All invitations need to be signed personally in blue or black ink.
- f. Reference JPM-1 A3.5 for more information.

14.3 SURPLUS FUNDS

- a. Ideally, an ARCON will break close to even and profits will be minimal. If surplus funds exceed \$1,000, the ARCON CC must report this information to the Executive Management Director, the National FM, and the National Treasurer.
- b. Surplus funds are used as the discretion of the Area Commander and REO. If all ARCON expenses have been paid, the ARCON CC will report to the Area Commander and REO the amount of money remaining. He/she should also submit a recommendation for its use. If there is any question regarding its use consult the National FM and the National Treasurer.

- c. The funds must be used for the benefit of the area/region. They can be refunded to conclave attendees or put towards next year's ARCON. They can also be used for defraying future ARCON or NATCON fees. However it is used, the whole area/region must be eligible to receive its benefits.

14.4 NATIONAL FUNDING ASSISTANCE TO MONEY-LOSING CONCLAVES

A conclave plan based on a critiqued planning package and which followed the suggestions contained in the critique may be subsidized by national funds if the conclave loses money; this subsidy is limited to \$250.00. If the suggestions in the critiqued package are not used by the host unit, the national subsidy is limited to \$50.00. Any conclave HQ which did not submit a planning package to the Executive Management Center for critique is not eligible for any subsidy.

Attachment 1 – Sample Budget

Name: SampleCon

Date: 20 May

Expenses			
Item	No.	Unit Cost	Total Cost
Hotel			
Hotel Rooms (Double x 2 nights)	22	\$138	\$3036
Hotel Room (Single x 2 nights)	4	\$118	\$472
Hotel Room (Single x 1 night)	2	\$59	\$138
			Hotel Total: \$3646
Icebreaker			
Hamburgers	200	\$.50	\$100
Hot Dogs	100	\$.50	\$50
Soda and Juice	100	\$1.00	\$100
Grill	1	\$25	\$25
Napkins and Plates	200	\$.02	\$4
Decoration	5	\$5	\$25
			Icebreaker Total: \$304
Meeting Space			
Projectors (1 day)	2	\$100	\$200
Facilities	N/A	\$250	\$250
			Meeting Space Total: \$450
Banquet			
Banquet Hall	N/A	\$0	\$0
Vegetarian Meal	20	\$40	\$800
Chicken Meal	60	\$42	\$2520
Salmon Meal	30	\$42	\$1260
Mandatory Gratuity (for each meal)	110	\$4.50	\$495
Local Tax on meal	110	\$.42	\$46.20
State Tax	EXEMPT	N/A	\$0
Decorations	12	\$5	\$60
Gift for Guest Speaker	1	\$60	\$60
			Total Banquet: \$5241.20
Total Expenses: \$9641.2			

JPM-2, June 2005

Revenue			
Item	No.	Unit Revenue	Total Revenue
Donation from School	1	\$500	\$500
General Membership Charge	88	\$85	\$7480
Officer (w/ or w/o spouse) Charge	4	\$155	\$620
Local officials and guests (dinner only)	10	\$65	\$500
AFA Attendees (dinner only)	10	\$55	\$550
Total Revenue: \$9800			
Final Balance			
Total Expenses:		\$9641.20	
Total Revenue:		\$9800.00	
Difference	Profit	\$158.80	

Note: DVs not listed as revenue, but included under expenses.

Attachment 2 – Sample Resolution

RESOLUTION J3

2005 AREA/REGION II CONCLAVE

SPONSOR(S): William V Holohan Squadron

SUBJECT: Hosting 2006 ARCON

WHEREAS: New York City would be a wonderful place to host ARCON and would benefit members of Area/Region II;

WHEREAS: The Holohan Squadron has investigated hotels and necessary accommodations;

WHEREAS: The Holohan Squadron has the support of its advisor, Lt Col John Doe;

BE IT RESOLVED: The Holohan Squadron host the 2006 ARCON in New York City over the first weekend of November;

BE IT FURTHER RESOLVED: That this ARCON be named APPLECON because New York City is also known as the Big Apple.

Note 1: Use this font (Times 12) and formatting. If it is longer than one page, include page numbers at the bottom of the page.

Note 2: *Resolution A#* indicates an Arnold Air resolution; *Resolution S#* indicates a Silver Wings resolution; *Resolution J#* indicates a joint resolution. The number (#) is the order in which they are presented.

Attachment 3 – Sample Agenda

AREA/REGION __ ARCON 2004
Arnieville Hilton Hotel
19-21 Nov 2004

Friday (19 November 2004)

1600-2400 Check in – Front Desk
1800-2200 Registration – State Room C
2100-2300 Ice Cream Social Ice Breaker – Edison Room
2200-2230 Commander's Call (Delegates only) – State Room B

Saturday (20 November 2004)

0800-0840 Joint Opening Ceremony- Stonehenge Conference Room

0800-0805 Post Colors/National Anthem
0805-0815 Welcome (ARCON/CC and ARCON Advisor)
0815-0825 Protocol Briefing (ARCOP)
0825-0830 Introduction of distinguished visitors (ARCOP)
0830-0835 Introduction of Opening Ceremonies Speaker (ARCON/CC)
0835-0845 Speaker (Mr. Kurt Wayne)
0845-0850 Presentation of gifts to speaker

0855-0955 Joint Business Session 1- Stonehenge Conference Room

0850-0855 Roll Call (Parliamentarians)
0855-0900 Introduction of Area/Region Staffs/Advisors (Area CC)
0900-0905 Parliamentary Procedure Briefing (Area Parliamentarian)
0905-0925 ARCON HQ Bids (Crowell Sq - Cornell University & Newkirk Sq - RPI)
0925-0945 AAS National HQ Representative Briefing (AAS Nat CV)
0935-0955 EMC Briefing (General Bundy)

1005-1110 AAS Separate Session 1- Stonehenge Conference Room

1005-1010 Roll Call (Ar Par)
1010-1030 Area HQ Bids (TBD)
1030-1045 Presentation of Resolutions (Ar Par)
1045-1055 AFROTC Affairs Briefing (Area CV)
1055-1100 Webmaster Briefing
1100-1105 Director of Support Briefing
1105-1110 Director of Training Briefing
1110-1115 Director of Public Affairs Briefing
1115-1120 Director of Financial Management Briefing
1120-1125 Director of Information Management Briefing

JPM-2, June 2005

1005-1110 SW Separate Session 1- State Conference Room

1005-1010 Roll Call (Reg Par)

1010-1030 Region HQ Bids (TBD)

1030-1040 Presentation of Resolutions (Reg Par)

1040-1055 Professional Attire Workshop (Ms. Jane Doe)

1055-1110 Interviewing Skills/Resume Writing Workshop (SW Nat Sec)

1110-1225 LUNCH

1110-1135 Protocol Workshop hosted by ARCOP – State Conference Room

1110-1135 Web Development Workshop hosted by Webmaster – Edison Room

1225-1325 Joint Business Session 2- Stonehenge Conference Room

1225-1230 Roll Call (Parliamentarians)

1230-1240 Joint Relations Briefing (REO, Nat HQ Reps, NCOP)

1240-1250 SW National HQ Representative Briefing (SW Nat Sec)

1250-1325 Roundtable discussions – (Area/Region officers break up and work with squadron/chapter counterparts)

1335-1450 AAS Separate Session 2-Stonehedge Conference Room

1335-1340 Roll Call (Ar Par)

1340-1350 Area HQ Advisor Briefing

1350-1400 Director of Operations Briefing

1400-1410 Area Vice Commander Briefing

1420-1425 Area HQ vote (Ar Par)

1425-1435 Area Budget and Vote (Area CC and Area FM)

1435-1445 Area Commander Briefing

1445-1450 Remaining Resolutions (Ar Par)

1335-1450 SW Separate Session 2 – State Conference Room

1335-1340 Roll Call (Reg Par)

1340-1350 Region HQ Advisor Briefing

1350-1405 Vote on Region HQ (Reg Par)

1405-1415 Region Budget Vote (Region Treasurer and REO)

1415-1425 Remaining Resolutions (Reg Par)

1425-1435 Region Secretary Briefing

1435-1445 Region Development Officer Briefing

1445-1450 REO Briefing

1505-1535 Final Joint Business Session- Stonehenge Conference Room

1500-1505 Roll Call (Parliamentarians)

1505-1515 Vote on ARCON HQ (Parliamentarians)

1515-1525 JNP Briefing (Area DO)

1525-1540 NCOP National Briefing

1540-1550 JNP Briefing

JPM-2, June 2005

1550-1600 Remaining Joint Resolutions (Parliamentarians)
1600-1605 Banquet Procedures Briefing (ARCOP)
1605-1610 Closing Remarks (Area CC/REO)
1615 Adjourn

1615-1800 BREAK

**1615-1700: ARCOP Selection Panel - State Conference Room
(ARCOP, Area/CC, REO, and applicants)**

1800-2100 ARCON Awards Banquet- Miller Banquet Room

1800-1900 Social/Cocktail Hour (Edison Room)
1900-1905 Entrance of Head Table
1905-1915 Invocation/National Anthem/POW/MIA Ceremony
1915-1920 Welcome by Area CC/REO
1920-1925 Introduction of Special Guests
1925-2000 Meal
2000-2010 Intermission
2010-2020 Area/Region Awards
2020-2025 Introduction of Guest Speaker
2025-2055 Guest Speaker (Lt Gen Jane Doe)
2055-2100 Closing Remarks
2100 Exit of Head Table

Sunday (21 November 2004)

0700-1000 Continental Breakfast Available (Lobby)
0800-1100 Off-Site (John Doe Memorial)
0900-1200 Checkout (Lobby)

Attachment 4 – Sample Seating Charts

A4.1 14 PERSON SEATING CHART

AUDIENCE -----AUDIENCE-----AUDIENCE

1	2	3	4	5	6	7	PODIUM	8	9	10	11	12	13	14
---	---	---	---	---	---	---	--------	---	---	----	----	----	----	----

Flags

- 1 = ARCOP
- 2 = Incoming SW REO
- 3 = SW National Staff Representative
- 4 = SW Region HQ Advisor
- 5 = Region Executive Officer
- 6 = ARCON Advisor
- 7 = Executive Management Director or Proxy
- 8 = Guest Speaker
- 9 = Speaker's Guest
- 10 = AAS Area CC
- 11 = AAS Area HQ Advisor
- 12 = AAS National Staff Representative
- 13 = Incoming AAS Area CC
- 14 = Conclave Commander

Note 1: No NCOP included.

Note 2: Only one ARCON Commander

A4.2 14 PERSON MODIFIED SEATING CHART

AUDIENCE -----AUDIENCE-----AUDIENCE

1	2	3	4	5	6	7	PODIUM	8	9	10	11	12	13	14
---	---	---	---	---	---	---	--------	---	---	----	----	----	----	----

Flags

- 1 = ARCOP
- 2 = Conclave Co-Chair
- 3 = Incoming SW REO
- 4 = SW National Staff Representative
- 5 = SW Region HQ Advisor
- 6 = Region Executive Officer
- 7 = ARCON Advisor
- 8 = Guest Speaker
- 9 = AAS Area CC
- 10 = AAS Area HQ Advisor
- 11 = AAS National Staff Representative
- 12 = Incoming AAS Area CC
- 13 = Conclave Commander
- 14 = Chaplain

Note 1: If there is no SW Conclave Chair for (2), delete the chaplain (14)
Note 2: For use only if there is no Executive Management Director Representative
Note 3: NCOP is not in attendance

A4.3 13 PERSON MODIFIED SEATING CHART

AUDIENCE -----AUDIENCE-----AUDIENCE

1	2	3	4	5	6	PODIUM	7	8	9	10	11	12	13
---	---	---	---	---	---	--------	---	---	---	----	----	----	----

Flags

- 1 = ARCOP
- 2 = SW National Staff Representative
- 3 = SW Region HQ Advisor
- 4 = Region Executive Officer
- 5 = ARCON Advisor
- 6 = Executive Management Director or Proxy
- 7 = Guest Speaker
- 8 = Speaker's Guest
- 9 = AAS Area CC
- 10 = AAS Area HQ Advisor
- 11 = NCOP
- 12 = AAS National Staff Representative
- 13 = Conclave Commander

Note 1: If no NCOP, delete NCOP (11) and table will be balanced

A4.4 12 PERSON SEATING CHART

AUDIENCE -----AUDIENCE-----AUDIENCE

1	2	3	4	5	6	PODIUM	7	8	9	10	11	12
---	---	---	---	---	---	--------	---	---	---	----	----	----

Flags

- 1 = ARCOP
- 2 = SW National Staff Representative
- 3 = NCOP
- 4 = SW Region HQ Advisor
- 5 = Region Executive Officer
- 6 = Executive Management Director or Proxy
- 7 = Guest Speaker
- 8 = AAS Area CC
- 9 = AAS Area HQ Advisor
- 10 = ARCON Advisor
- 11 = AAS National Staff Representative
- 12 = Conclave Commander

Note 1: This assumes the guest speaker is alone

Note 2: This assumes the NCOP is not in attendance

A4.5 10 PERSON SEATING CHART

AUDIENCE -----AUDIENCE-----AUDIENCE

1	2	3	4	5	PODIUM	6	7	8	9	10
----------	----------	----------	----------	----------	---------------	----------	----------	----------	----------	-----------

Flags

- 1 = Conclave Commander
- 2 = SW National Staff Representative
- 3 = SW Region HQ Advisor
- 4 = Region Executive Officer
- 5 = Executive Management Director or Proxy
- 6 = Guest Speaker
- 7 = Speaker's Guest
- 8 = AAS Area CC
- 9 = AAS Area HQ Advisor
- 10 = AAS National Staff Representative

Note 1: If NCOP is in attendance, delete SW National Staff Representative (2) and replace with NCOP. Delete AAS National Staff representative (10) and replace with ARCON Advisor

A4.6 10 PERSON MODIFIED SEATING CHART

AUDIENCE -----AUDIENCE-----AUDIENCE

1	2	3	4	5	PODIUM	6	7	8	9	10
----------	----------	----------	----------	----------	---------------	----------	----------	----------	----------	-----------

Flags

- 1 = NCOP
- 2 = SW National Staff Representative
- 3 = SW Region HQ Advisor
- 4 = SW Region Executive Officer
- 5 = Executive Management Director or Proxy
- 6 = Guest Speaker
- 7 = AAS Area CC
- 8 = AAS Area HQ Advisor
- 9 = AAS National Staff Representative
- 10 = Conclave Commander

Note 1: Guest Speaker has no guest

Note 2: If NCOP (1) is not present, replace with ARCON Advisor

A4.7 8 PERSON SEATING CHART

AUDIENCE -----AUDIENCE-----AUDIENCE

1	2	3	4	PODIUM	5	6	7	8
----------	----------	----------	----------	---------------	----------	----------	----------	----------

Flags

- 1 = Conclave Commander
- 2 = SW Region HQ Advisor
- 3 = Region Executive Officer
- 4 = Executive Management Director or Proxy
- 5 = Guest Speaker
- 6 = Speaker's Guest
- 7 = AAS Area CC
- 8 = AAS Area HQ Advisor

A4.8 8 PERSON MODIFIED SEATING CHART

AUDIENCE -----AUDIENCE-----AUDIENCE

1	2	3	4	PODIUM	5	6	7	8
----------	----------	----------	----------	---------------	----------	----------	----------	----------

Flags

- 1 = ARCON Advisor
- 2 = SW Region HQ Advisor
- 3 = Region Executive Officer
- 4 = Executive Management Director or Proxy
- 5 = Guest Speaker
- 6 = AAS Area CC
- 7 = AAS Area HQ Advisor
- 8 = Conclave Commander

Note 1: Guest Speaker alone

Attachment 5 – Sample ARCON Banquet Script

ARCON Banquet Script

Version 3.2

[Insert Date]

Area/Region ____ Conclave 2005

1755: *Seating for banquet, the head table lines up in reception room, in order (Entering 1st - last)*

MC: GOOD EVENING LADIES AND GENTLEMEN AND WELCOME TO THE 2005 AREA/REGION ____ CONCLAVE BANQUET. I AM [NAME OF MC; MC IS OFFSTAGE IF POSSIBLE], YOUR MC FOR TONIGHT. IN A MOMENT, THE HEAD TABLE WILL ENTER FOLLOWED BY THE POSTING OF THE COLORS, COMMANDED BY CADET _____ OF THE _____ SQUADRON OF _____ UNIVERSITY AND THE SINGING OF THE NATIONAL ANTHEM BY _____ FROM _____. [PAUSE UNTIL HEAD TABLE READY TO ENTER] PLEASE RISE FOR THE DISTINGUISHED MEMBERS OF THE HEAD TABLE, AND REMAIN STANDING FOR THE POSTING OF THE COLORS, THE NATIONAL ANTHEM, AND THE INVOCATION. [CALL ROOM TO ATTENTION]

1800: *Head table enters.*

MC: COLOR GUARD, POST THE COLORS.

1805: **Color Guard posts the colors, then remains at present arms for the National Anthem. Color Guard exits after national anthem.**

1810: *National Anthem.*

MC: [INSERT NAME OF CHAPLIN OR AREA DS] WILL NOW DELIVER TONIGHT'S INVOCATION.

1813: *Invocation*

1815: *Introduction of head table – replace names and titles accordingly*

JPM-2, June 2005

MC: LADIES AND GENTLEMEN PLEASE TAKE YOUR SEATS AS I INTRODUCE THE MEMBERS OF THE HEAD TABLE. STARTING FROM THE FAR LEFT (FROM THE AUDIENCE'S POINT OF VIEW):

AAS C/LT COL _____, AREA/REGION _____ CONCLAVE CO-COMMANDER

JOINING US FROM _____, THE NATIONAL CHIEF OF PROTOCOL, [NAME AND RANK OF NATIONAL CHIEF OF PROTOCOL], .

FROM THE _____ SQUADRON AT _____ UNIVERSITY, AAS C/COL _____, AAS [INSERT STAFF POSITION] AND NATIONAL STAFF REPRESENTATIVE.

AAS C/COL _____, AREA _____ COMMANDER FROM _____ UNIVERSITY/SQUADRON.

_____, THE ADVISOR FOR [INSERT AREA STAFF UNIVERSITY/SQUADRON] AND THIS YEAR'S AREA STAFF ADVISOR.

_____, OUR GUEST OF HONOR AND KEYNOTE SPEAKER FOR TONIGHT

[PODIUM]

_____, [INSERT ARCON HOST UNIVERSITY/SQUADRON] ADVISOR AND THIS YEAR'S ARCON ADVISOR.

FROM _____ UNIVERSITY, THE REGION _____ EXECUTIVE OFFICER, _____.

_____, THIS YEAR'S REGION STAFF AND [INSERT CHAPTER NAME] ADVISOR.

THE SILVER WINGS [INSERT STAFF POSITION], _____ FROM _____ UNIVERSITY.

FROM _____, _____, THE AREA/REGION _____ CONCLAVE CO-COMMANDER

AND FINALLY, _____, AREA/REGION _____ CHIEF OF PROTOCOL FROM _____ UNIVERSITY.

I WOULD LIKE TO TAKE THIS OPPORTUNITY TO WELCOME OUR OTHER SPECIAL GUESTS FOR TONIGHT'S BANQUET. WOULD THE FOLLOWING INDIVIDUALS PLEASE RISE AND BE RECOGNIZED. (AT THIS POINT, INTRODUCE THE HEAD AFA

JPM-2, June 2005

MEMBERS, SPOUSES, ANY OTHER PAS'S THAT DECIDED TO JOIN THE EVENT, ETC.)

MC: LADIES AND GENTLEMEN, ALLOW ME TO INTRODUCE THE AREA _____ COMMANDER AND REGION _____ EXECUTIVE OFFICER, [INSERT NAME OF AREA COMMANDER] AND [INSERT NAME OF REO].

AREA/CC: GOOD EVENING LADIES AND GENTLEMEN, AND WELCOME AGAIN TO THE AREA/REGION _____ AWARDS BANQUET. [INSERT REO'S NAME] AND I ARE EXCITED TO BE YOUR HOSTS THIS EVENING.

REO: AS WE GATHER TONIGHT, WE CELEBRATE OUR ACCOMPLISHMENTS AND PARTAKE IN THE TRADITIONS OF ARNOLD AIR SOCIETY AND SILVER WINGS. AS THIS CONCLAVE COMES TO AN END, AND WE REFLECT ON OUR EXPERIENCES AND GOOD TIMES, OUR THOUGHTS CANNOT DRIFT FAR AWAY FROM ALL OF OUR COMRADES-IN-ARMS STATIONED WORLDWIDE, KEEPING THE FLAME OF DEMOCRACY ALIGHT.

1820: POW/MIA ceremony is to begin. Once can substitute script from JPM-2 Attachment 7 if desired. Below is a sample, condensed script.

Departs and exits the room via the back door (if available)

MC: AS YOU ENTERED THE BANQUET HALL THIS EVENING, YOU MAY HAVE NOTICED A SMALL TABLE HERE, IN A PLACE OF HONOR, NEAR OUR HEAD TABLE. IT IS SET FOR ONE. PLEASE LET ME EXPLAIN.

THE MILITARY CAST IS FILLED WITH SYMBOLISM. THIS IS OUR WAY OF SHOWING THAT MEMBERS OF THE PROFESSION OF ARMS ARE MISSING FROM OUR MIDST. THEY ARE COMMONLY CALLED POW'S AND MIA'S. WE CALL THEM "BROTHERS." THEY ARE UNABLE TO BE WITH US THIS EVENING AND SO WE REMEMBER THEM.

THE TABLE SET FOR ONE IS SMALL – SYMBOLIZING THE FRAILTY OF ONE PRISONER ALONE AGAINST HIS OPPRESSORS. **REMEMBER.**

THE TABLECLOTH IS WHITE – SYMBOLIZING THE PURITY OF THEIR INTENTIONS TO RESPOND TO THEIR COUNTRY'S CALL TO ARMS. **REMEMBER.**

THE SINGLE YELLOW ROSE – SYMBOLIZING REMEMBRANCE – DISPLAYED IN A VASE, REMINDS US OF THE FAMILIES AND LOVED

ONES OF OUR COMRADES-IN-ARMS WHO KEEP THE FAITH AWAITING THEIR RETURN, LEST WE FORGET. **REMEMBER.**

THE RED RIBBON TIED SO PROMINENTLY ON THE VASE IS REMINISCENT OF THE RED RIBBON WORN UPON THE LAPEL AND BREST OF THOUSANDS WHO BEAR WITNESS WITH UNYIELDING DETERMINATION TO DEMAND PROPER ACCOUNTING OF OUR MISSING. **REMEMBER.**

A SLICE OF LEMON IS ON THE BREAD PLATE TO REMIND US OF THEIR BITTER FATE. **REMEMBER.**

THERE IS SALT UPON THE BREAD PLATE TO REMIND US OF THEIR BITTER FATE. **REMEMBER.**

THE GLASSES ARE INVERTED, THEY CANNOT TOAST WITH US THIS NIGHT. **REMEMBER.**

THE CHAIRS – THE CHAIRS ARE EMPTY – THEY ARE NOT HERE. **REMEMBER.**

REMEMBER, ALL OF YOU WHO SERVED WITH THEM AND CALLED THEM COMRADES; WHO DEPENDED UPON THEIR MIGHT AND AID AND RELIED UPON THEM, DO NOT FORSAKE THEM, FOR SURELY THEY HAVE NOT FORSAKEN YOU. (QUIETLY) **REMEMBER.”**

1835: *Taps is played on recording, wait for it to finish*

AREA CC: WE TOAST OUR FAITHFUL COMRADES WHO HAVE FALLEN FROM THE SKIES, AND WERE GENTLY CAUGHT BY GOD’S OWN HAND TO BE WITH HIM ON HIGH. TO DWELL AMONG THE SOARING CLOUDS THEY KNEW SO WELL BEFORE, FROM VICTORY ROLL TO TAIL CHASE AT HEAVEN’S VERY DOOR. AND AS WE FLY AMONG THEM THERE WE’RE SURE TO HEAR THEIR PLEA, “TAKE CARE MY FRIENDS, WATCH YOUR SIX, AND DO ONE MORE ROLL, JUST FOR ME.” *[BRIEF PAUSE]*.

REO: PLEASE RISE AS I PROPOSE A SILENT TOAST WITH WATER IN HONOR OF THE PRISONERS OF WAR, THOSE STILL MISSING IN ACTION AND OUR FALLEN COMRADES *[RESPONSE SILENT]*.

MC: PLEASE BE SEATED. I WOULD NOW LIKE TO INTRODUCE C/LT COL _____, THIS YEAR’S ARCON COMMANDER, AND /LT COL _____, THE AREA/REGION CHIEF OF PROTOCOL. *[INSERT WELCOMES AND THANK YOUS FOR A SUCCESSFUL CONCLAVE.]*

1840: Those presenting toasts do so from their seats

ARCON CC: LADIES AND GENTLEMAN, TO BEGIN THE EVENING, I WOULD LIKE TO PROPOSE A TOAST TO OUR NATION'S SYMBOL OF FREEDOM, THE COLORS.

MEMBERS: TO THE COLORS [TOAST WITH TEA]

ARCOP: I PROPOSE A TOAST TO THE COMMANDER IN CHIEF, THE PRESIDENT OF THE UNITED STATES.

MEMBERS: TO THE PRESIDENT [TOAST WITH TEA]

JOHN DOE: TO THE CHIEF OF STAFF OF THE US AIR FORCE.

MEMBERS: TO THE CHIEF OF STAFF [TOAST WITH TEA]

JANE DOE: I PROPOSE A TOAST TO THE MEN AND WOMEN OF THE AIR FORCE, ESPECIALLY THOSE SERVING OVERSEAS.

MEMBERS: HEAR, HEAR [TOAST WITH TEA]

[THE LAST TOAST MAY BE REPLACED OR OTHERS MAY BE ADDED. THE EMC (IF IN ATTENDANCE) SHOULD BE TOASTED. IF THERE ARE ANY EXTRA SPECIAL GUESTS, THEN THEY SHOULD BE TOASTED. REFERENCE JPM-2 13.14]

MC: THANK YOU ALL. WE ARE NOW READY TO DINE. PLEASE ENJOY YOUR MEAL.

1845: *Dinner is served*

1915: *MC announces intermission*

MC: WE WILL NOW HAVE A TEN MINUTE INTERMISSION. PLEASE RETURN TO THE BALLROOM BY (CURRENT TIME + 10 MINUTES).

MC: PLEASE RISE FOR THE EXIT OF THE HEAD TABLE.

10 minute break (Dessert served during break, coffee and tea – not forgetting decafl, should be prepared to be given out when everyone comes back in) Announcement made 8 minutes into break. Wait until everyone is at their table.

1925: *Everyone should be seated.*

JPM-2, June 2005

MC: LADIES AND GENTLEMEN, WELCOME BACK, PLEASE REMAIN STANDING WHILE THE HEAD TABLE RETURNS TO THEIR SEATS.

Entrance of the head table.

MC: PLEASE TAKE YOUR SEATS AND ENJOY YOUR DESSERT WHILE THE AREA __ COMMANDER AND THE REGION __ EXECUTIVE OFFICER PRESENT THE AWARDS FOR THIS EVEING.

AREA CC AND REO: INSERT AWARDS SCRIPT HERE. Reference JPM-2 12.6

MC: LET US ONCE MORE CONGRATULATE EVERYONE FOR THEIR HARD WORK AND DEDICATION THIS PAST YEAR *{Followed by clapping and tapping of spoons on table}*.

1935: Slideshow

MC: NOW IF YOU WILL PLEASE FOCUS YOUR ATTENTION TO THE SCREEN, WE WILL PRESENT THIS EVENING'S AREA/REGION _____ SLIDE SHOW.

1945: Introduction of guest speaker, individual introducing guest speaker should move to the front as the slideshow is ending.

INTRO: GOOD EVENING LADIES AND GENTLEMEN. IT IS NOW MY PLEASURE TO INTRODUCE OUR GUEST SPEAKER FOR TONIGHT.

[INSERT BRIEF BIOGRAPHY; SAMPLE SHOWN] CHIEF MASTER SERGEANT PAMELA J. LANE EARNED HER 7TH STRIPE IN DECEMBER OF 1999. SHE IS THE MAINTENANCE SUPERINTENDENT OF THE 563RD MAINTENANCE SQUADRON AND 563D RESCUE GROUP AT DAVIS-MONTHAN AIR FORCE BASE, ARIZONA. THE 563RD MAINTENANCE SQUADRON OPERATES HH-60G, HC-130P, AND C-130E AIRCRAFT.

CHIEF LANE WAS BORN IN SOUTH BEND, INDIANA, AND ENTERED THE AIR FORCE IN AUGUST 1980. HER BACKGROUND INCLUDES EXPERIENCE ON THE KC-135A/D/RT, EC-135G/L, B-2A, MC/HC/EC-130, F-16, AND HH-60 AIRCRAFT. SHE HAS ACHIEVED NUMEROUS GRADUATE DISTINCTIONS THROUGHOUT HER PROFESSIONAL MILITARY EDUCATION, AND RECEIVED MANY AWARDS. SHE HAS SERVED IN JAPAN, AND IN OPERATIONS DESERT STORM IN TURKEY, ENDURING FREEDOM IN OMAN, AND IRAQI FREEDOM IN KUWAIT.

WITHOUT FURTHER ADUE, PLEASE JOIN ME IN WELCOMING OUR DISTINGUISHED GUEST SPEAKER, CHIEF MASTER SERGEANT PAMELA LANE.

1950: *Guest speaker*

REO: [INSERT NAME OF GUEST SPEAKER] , WE WOULD LIKE TO THANK YOU FOR TAKING THE TIME OUT OF YOUR VERY BUSY SCHEDULE TO COME SPEAK TO US. THE MEMBERS OF THE ARNOLD AIR SOCIETY AND SILVER WINGS WOULD LIKE TO PRESENT YOU WITH THIS GIFT.

I PROPOSE A TOAST TO OUR DISTINGUISHED GUEST SPEAKER. TO [INSERT FULL NAME AND RANK OF GUEST SPEAKER, HEAR HEAR.

MC: LADIES AND GENTLEMAN PLEASE RISE.

MC: COLOR GUARD, RETIRE THE COLORS.

2040: *Color Guard retires the colors*

MC: LADIES AND GENTLEMEN PLEASE REMAIN STANDING WHILE THE HEAD TABLE EXITS.

Head Table Exits

THANK YOU FOR ATTENDING [INSERT NAME OF ARCON] AND THE AREA/REGION _____ CONCLAVE AWARDS BANQUET. YOU WILL BE DISMISSED FOLLOWING THE AIR FOCE SONG. PLEASE ENJOY THE REST OF YOUR EVENING AND STAY SAFE.

Air Force Song

(Time should be 2045)

Attachment 6 – POW/MIA Ceremony Sample Script

Set-up

This ceremony has many symbols. Below is a list of the materials needed to complete the ceremony. If you cannot find something to represent a symbol then omit that section of the ceremony. The music for the ceremony is AMAZING GRACE, preferably performed by a Drum & Bagpipe Corps. A tape of the music is satisfactory. It is started just before you begin to read the part, “LET US REMEMBER THEN UNITED STATES AIR FORCE ...”

Honor Guard

You will need four members to participate as the Honor Guard (in addition to the narrator). They will bring out the wheel caps of the four military branches as they are recognized in the ceremony. All movements in this ceremony are slow and remorseful. There should be no jerky movements. The only sharp movement will be the facing movement at the end to leave the table after setting it. Hold the wheel cap in the right hand with fingers holding the rim. Your arm should be cradling the cap as you form an “L” from your shoulder to your elbow to your hand. It should rest on the forearm.

Once at the table, the Honor Guard members will slowly bring the left hand up and over the wheel cap to have the fingers at “5 o’clock”. Once there, the cap is pivoted on the tips of the fingers of the right hand so the wheel cap is now facing toward the Honor Guard member. There will be a slow bend at the waist to place the cap on the table. Once there, the member will slowly straighten up and slow salute the cap still keeping their eyes caged on the cap. After holding the salute for about four beats, slowly drop the salute and look straight ahead, eyes caged.

As the script is read, the Honor Guard will initiate some of the symbolic actions. Suggestions for these are included in the script below.

The narrator should try to memorize parts of the ceremony and practice making eye contact with the audience. This is very important as the narrator will set the tone for the mood of the ceremony. They should take a deep breath and pause before speaking each section.

Retiring the Table

You may wish to retire the POW-MIA table at the end of the night. This is usually done before or during the closing comments by the Master of Ceremonies. The Honor Guard will come in again at funeral march pace and stand behind their respective wheel caps. One person will blow out the candle and stand upright. All four will salute at the same time slowly and will hold the salute. The music of TAPS will then be played. When the

JPM-2, June 2005

music is over the four will slowly order arms. The Honor Guard commander will then call a "Post" and "Forward, March." The Honor Guard will then slowly march out of the room.

Materials needed

POW-MIA Script
4 pair of white gloves
Wheel Caps for Air Force, Army, Navy, Marine Corps (and Coast Guard if that branch is to be honored)
Music – AMAZING GRACE
Music recording of TAPS or someone to play TAPS on a bugle or trumpet
Tape player
White tablecloth
White candle
Small bread plate
Yellow ribbon
Black ribbon (tied to candle)
Framed, faded picture
Red rose in a vase
4 Wineglasses
Salt
4 Table settings
Slice of lemon
Lighter or Matches

Sample POW-MIA Ceremony Suggested Script

LADIES AND GENTLEMEN, PLEASE DIRECT YOUR ATTENTION TO THE CENTER OF OUR GATHERING.

(Off-stage cassette player plays "Amazing Grace" performed by bag pipes)

YOU MAY HAVE NOTICED THE TABLE SET BEFORE YOU. IT IS FILLED WITH SYMBOLISM. I WILL EXPLAIN.

THIS TABLE IS SET FOR OUR PRISONERS OF WAR AND THOSE MISSING IN ACTION -- FROM ALL WARS.

THEY ARE NOT WITH US TODAY. THEIR CHAIRS ARE EMPTY, BUT SAVED FOR THEIR HOPED RETURN. LET US REMEMBER THEIR ABSENCE.

(As the individual service is announced, a cadet enters with the appropriate wheel hat, places it on the table, and remains until the end of the ceremony)

JPM-2, June 2005

LET US REMEMBER THE UNITED STATES AIR FORCE, HONORED BY CADET
_____.

(Cadet enters with Air Force wheel hat and places it on the table)

LET US REMEMBER THE UNITED STATES ARMY, HONORED BY CADET
_____.

(Cadet enters with Army wheel hat and places it on the table)

LET US REMEMBER THE UNITED STATES NAVY, HONORED BY CADET
_____.

(Cadet enters with Navy wheel hat and places it on the table)

LET US REMEMBER THE UNITED STATES MARINE CORPS, HONORED BY CADET
_____.

(Cadet enters with Marine Corps wheel hat and places it on the table)

LET US REMEMBER THE UNITED STATES COAST GUARD, HONORED BY CADET
_____.

(Cadet enters with Coast Guard wheel hat and places it on the table)

LET US REMEMBER THE MEN AND WOMEN PRISONERS OF WAR FROM ALL
BRANCHES OF SERVICE THAT ARE TOO OFTEN FORGOTTEN. LET US
REMEMBER THEM.

THE TABLE CLOTH IS WHITE, SYMBOLIZING THE PURITY OF THEIR INTENTIONS
TO RESPOND TO THEIR COUNTRY'S CALL TO ARMS -- SO THAT THEIR
CHILDREN COULD REMAIN FREE. REMEMBER.

THE LONE CANDLE SYMBOLIZES THE FRAILTY OF A PRISONER ALONE, TRYING
TO STAND UP AGAINST HIS OPPRESSORS. REMEMBER.

(A cadet lights the candle)

THE BLACK RIBBON ON THE CANDLE REMINDS US OF THOSE WHO WILL NOT
BE COMING HOME. REMEMBER

THE SINGLE ROSE REMINDS US OF THE LOVED ONES AND FAMILIES OF OUR
COMRADES IN ARMS WHO KEEP THE FAITH AND AWAIT THEIR RETURN.
REMEMBER

JPM-2, June 2005

A SLICE OF LEMON IS ON THE BREAD PLATE TO REMIND US OF THEIR BITTER FATE -- IF WE DO NOT BRING THEM HOME. REMEMBER

(A cadet slices a lemon and places a slice on each bread plate)

THERE IS SALT ON THE PLATE, SYMBOLIC OF THE FAMILY'S TEARS AS THEY WAIT AND REMEMBER.

(A cadet shakes salt onto each bread plate)

THE GLASSES ARE INVERTED. THEY CANNOT TOAST WITH US TONIGHT -- MAYBE TOMORROW, IF WE REMEMBER.

(The cadets execute a slow bend at the waist and pick up the wineglasses to eye level. At the word, "INVERTED", the Honor Guard members quickly flip the wineglasses upside down with a twist of the wrist. Then slowly bring down the wineglasses to the table inverted.)

THE RED, WHITE AND BLUE RIBBON IS TIED TO THE FLOWER VASE BY A YELLOW RIBBON THAT WAS WORN BY THOUSANDS WHO AWAITED THEIR RETURN. REMEMBER

THE FADED PICTURE ON THE TABLE IS A REMINDER THAT THEY ARE MISSED VERY MUCH AND ARE REMEMBERED BY THEIR FAMILIES. REMEMBER.

AS WE LOOK UPON THIS EMPTY TABLE, DO NOT REMEMBER GHOSTS FROM THE PAST, REMEMBER OUR COMRADES.

REMEMBER THOSE WHOM WE DEPENDED ON IN BATTLE. THEY DEPEND ON US TO BRING THEM HOME.

REMEMBER OUR FRIENDS. THEY ARE THE ONES WE LOVE -- WHO LOVE LIFE AND FREEDOM AS WE DO.

THEY WILL REMEMBER WHAT WE DO. PLEASE HONOR AND REMEMBER THEM.

(The Honor Guard executes a slow salute together. They hold it approximately 10 seconds after the music has ended. Afterwards, the members slowly order arms and the Honor Guard commander will call "POST" and the members will execute a Left or Right Face. (Whichever is more convenient). "Forward March" will then move the members out of the room in a slow fashion.)

Suggested Script for Retiring the Table

(One cadet approaches the table ready to extinguish the candle. If the hats are to be retired as well, the entire Honor Guard should enter with one identified to extinguish the candle.)

AS CADET _____ EXTINGUISHES THIS CANDLE, LET US TRANSFER
IT'S FLAME TO OUR HEARTS -- AND REMEMBER.

(Cadet extinguishes the candle and retreats.)

This script is used by recommendation of the AFA.