

# FOREWORD

**AFCEA International, established in 1946, is a non-profit membership association serving the military, government, industry, and academia as an ethical forum for advancing professional knowledge and relationships in the fields of communications, information technology, intelligence, and global security. AFCEA supports local chapters, sponsors events, publishes the award-winning *SIGNAL* Magazine, promotes education, and provides member benefits – all with the purpose of equipping its members to meet government’s challenges and to further their careers. AFCEA and its chapters provide a common ground for learning that is unquestioned in its integrity and unequaled in the reach of its relationships. More than 31,000 members support AFCEA International for the same reason: we help them succeed and enable them to serve.**

**The chapter is the basic unit of AFCEA International. It is this worldwide chapter structure that remains key to the success of our association. Chapter members working together have been instrumental in carrying out projects and programs that focus attention on local activities while supporting AFCEA International goals and objectives.**

**This Handbook represents a compilation of general guidelines, suggestions, and best practices for the day-to-day operation of a successful chapter. Please take advantage of this Handbook and use it as your guide. Comments or recommendations on improving the utility of our Handbook would be most welcome.**

**We are dedicating this Handbook to the many professionals who volunteer their time and expertise to lead our Chapter membership throughout the world. We appreciate your service, innovation and contributions to AFCEA. You have built this professional association and are the essential elements of our continued success.**

**The Chapter Handbook is available to all members on the AFCEA portal. The portal will allow quick, online access and make it easy to keep it up-to-date.**

**Thanks for your leadership—AFCEA International is YOUR association.**

**Kent Schneider  
President and CEO  
AFCEA International**

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# **CHAPTER ONE, AN AFCEA OVERVIEW**

## **1.1 The History of AFCEA**

Following the Civil War, the United States Veterans Signal Association was formed from the original Signal Corps established under Major Albert J. Myer of the U.S. Army.

This organization was active for many years, ultimately being augmented by veterans from the Spanish American War and World War I. Another World War I group, the American Signal Corps Association, merged with the U.S. Veterans Signal Association and was active until 1944.

In May 1946, Major General Harold C. Ingles, Brigadier General David Sarnoff and a number of industrial leaders joined to found the Army Signal Association, absorbing the remaining chapters of its predecessors.

With the creation of the Department of Defense, the name was changed to Armed Forces Communications Association in 1947, and then to the Armed Forces Communications and Electronics Association in 1954. With the establishment of chapters in Europe, Asia and Canada, AFCEA became international in 1979.

AFCEA has grown to over 30,000 professional members worldwide. It serves over 130 chapters and more than 1,200 corporate sponsors which are drawn from the major functional areas of intelligence and information management and which are supported by the technical disciplines of communications, electronics, and computer science.

AFCEA conducts conventions, symposia and expositions. TechNet International, the annual AFCEA Convention and Exposition; TechNet Europe Symposium and Exposition; TechNet Asia-Pacific Conference and Exposition; Western Conference and Exposition; attract thousands of visitors to AFCEA's many exhibits, technical seminars and social events.

AFCEA International publishes *SIGNAL* magazine and the electronically distributed *CONNECTIONS*, the two preeminent professional journals for communications, electronics, intelligence and information systems professionals.

## **1.2 The AFCEA Vision, Mission, Goals and Core Values**

AFCEA is a professional association chartered in Washington, D.C., as a patriotic, educationally oriented, non-profit, technical association. Its mission is (a) to promote industry-government cooperation in developing effective intelligence and information management, including the development, manufacture and operation of equipment and systems, and provision of services in communications, electronics, computers, intelligence systems, command, control and technical photography; (b) to foster strong Armed Forces and national C<sup>4</sup>I organizations; and (c) to contribute to the professional development of those serving in C<sup>4</sup>I fields. Through these activities, it is the purpose of AFCEA to further the security and military preparedness of the United States, its allies and countries that abide by democratic principles.

## **Vision:**

To be the premier information technology, communications, and electronics association for professionals in international government, industry and academia worldwide.

## **Mission:**

AFCEA is an international organization that serves its members by providing a forum for the ethical exchange of information. AFCEA is dedicated to increasing knowledge through the exploration of issues relevant to its members in information technology, communications, and electronics for the defense, homeland security and intelligence communities.

## **Goals:**

1. Provide the recognized ethical forum that bridges information technologies and issues among academic, industry and government leaders worldwide.
2. Provide value and benefits to members and communities of interest.
3. Actively engage governments on IT policy matters.
4. Grow and maintain our active membership within the IT community.
5. Provide professional development.
6. Preserve and foster a spirit of fellowship in all AFCEA activities.

## **Core Values:**

**Ethics:** Insist on the highest ethics in everything we do.

**Visionary Leadership:** Apply visionary leadership in our community and encourage it from our members at every level.

**Commitment:** Consistently demonstrate commitment to continuous improvement of the Association and to improvement of service to our members.

**Quality:** Provide the highest quality in everything we do.

**Education:** Commit to do everything possible to further the education of our members and of the communities we serve.

**Diversity:** Encourage, embrace and continually enlist the support and inclusion of all members of our diverse international community.

## **1.3 The AFCEA Forum**

AFCEA International is a professional, educational and technical association. Our central mission is to provide a forum for the ethical exchange of ideas among our members in information technology, communications, and electronics for the defense, homeland security and intelligence communities. The AFCEA forum is achieved through international events, *SIGNAL* magazine, other professional publications, professional development opportunities and most importantly chapter activities.

The continued success of the AFCEA forum depends on the maintenance of high professional standards and full compliance with accepted standards of conduct and ethics by the membership. It is essential that relationships developed through membership in the Association reflect accepted standards of conduct and ethics. These standards must be observed at all levels, including AFCEA International Headquarters and AFCEA chapters worldwide.

The AFCEA forum is comprised of the following collection of activities:

### **1.3.1 International Events**

*TechNet International Conference and Exposition*, hosted by AFCEA International, is held annually in Washington, D.C., and features approximately 300 exhibitors displaying the latest technologies. More than 10,000 individuals, including many military and government officials, from both the U.S. and other nations, tour the exhibits. A series of high quality technical panels and seminars addressing key issues in areas of information technology, communications and electronics is presented by leaders in these disciplines. The conference also presents internationally recognized guest speakers who deliver interesting and informative messages on specific areas of interest. TechNet International is also the designated venue to provide recognition to deserving individual AFCEA members as well as overall Chapter efforts through the AFCEA International Awards Program. Typically, the first night of this International Event is used to provide formal recognition to those deserving individuals and Chapters at an Honors Dinner celebration.

*The TechNet Europe Symposium and Exposition*, hosted by AFCEA Europe, is held annually and provides a forum to see and inspect numerous high technology products that are directly applicable to the satisfaction of defense and security IT requirements of the international organizations especially NATO and the nations that abide to the principles of democracy. This event satisfies the needs of IT professionals by keeping them up-to-date on current and emerging technologies that are critical for the design of modern IT systems as well as potential opportunities for the infusion of new technologies into IT systems supporting defense organizations. Both the technical sessions and social program offer ample opportunity for informal discussions with key international, national and industry leaders.

*TechNet Asia-Pacific Conference and Symposium*, hosted by AFCEA International and the Hawaii Chapter, spotlights the widest range of influences of defense electronics technologies in the areas of computers, fiber optics, satellites, communications, information processing and guidance, detection, military material, training, air defense, relief and casualty management and medical

treatment. The conference offers a technical program, state-of-the-art exhibits, distinguished speakers and social events to attendees from a host of Asia-Pacific, Indian Ocean, European, Middle Eastern and North American nations.

*The Western Conference and Symposium*, hosted by AFCEA International and the United States Naval Institute, is held annually in California and offers technical panels and professional paper presentations as well as major exhibits and high-level speakers. It is the major technology event of the year on the West Coast. A highlight of the Western Conference is the announcement and recognition of the Distinguished Young AFCEANs of the Year.

*The Homeland Security Conference and Symposium*, hosted by AFCEA International, is held annually in Washington D.C. and features exhibits, high quality technical panels and seminars that address the key issues facing Homeland Security. The conference presents internationally recognized guest speakers who deliver key insight and information of specific interest.

*The Spring and Fall Intelligence Symposia*, hosted by AFCEA International are classified events normally held each year in the Washington, D.C. area, and feature exhibits and renowned speakers focussed on issues faced by the Intelligence Community. The events are conducted in a panel discussion format to facilitate an open exchange of ideas among attendees and speakers. These events are organized by the 45 government and industry members of the AFCEA Intelligence Committee.

### 1.3.2 Professional Publications

*SIGNAL* Magazine is AFCEA's international journal. It is studied by government, industry, and military professionals all over the world. *SIGNAL* keeps readers current on state-of-the-art technology, IT news, international events, chapter news and defense IT system requirements. Special issues focus on computers, electronic warfare, signal security and intelligence systems, space, NATO, tactical communications and other timely topics. In addition, *SIGNAL* publishes an annual source book of corporate capabilities, a highly sought after compendium of technical resources. The *SIGNAL* staff publishes CONNECTIONS, an e-newsletter which is distributed electronically to AFCEA members worldwide. This electronic publication features up-to-date information on events, chapter news and other defense and intelligence IT news. For many AFCEANs working in remote locations, the *SIGNAL* staff and its timely publications keep them well informed on developments in technology as well as updates on AFCEA activities.

### 1.3.3 Professional Growth

*AFCEA Professional Development Center (PDC)* offers AFCEA members and other OSD C3I professionals formal instruction and informal interaction in an educational environment. Approximately 25 courses, both classified and unclassified, are scheduled each year. The PDC offers unique quality instruction at a reasonable cost on subjects that include applications security, net-centric operations and many more subjects conducted at neutral locations where military, government and industry members can freely interact. More information can be obtained at <http://www.afcea.org/education/>.



*Professional Development Europe (PDE)* uses AFCEA accreditation to offer training with special emphasis on NATO and European national requirements. Details can be obtained from the AFCEA Europe office or website. [http://www.afceaurope.org/html/prof\\_development.html](http://www.afceaurope.org/html/prof_development.html)

### **1.3.4 Educational Programs**

The AFCEA Educational Foundation and chapters' educational programs, in the U.S. and overseas, disburse more than one million dollars each year in fellowships, scholarships, grants, science fair awards and military prizes. These programs recognize, reward and promote academic excellence in the technical and scientific fields particularly related to communications, intelligence and information systems. These endeavors demonstrate AFCEA's dedication to promoting education vital to the success of the professions it represents.

### **1.3.5 Career Transition Opportunities**

*AFCEA* offers career transition seminars at the TechNet International Conference in Washington D.C. and the AFCEA West Conference in San Diego, both held annually. These seminars are aimed primarily at retiring government civilian and military personnel and assist with career transition in such areas as conflict of interest rules, résumé writing, interviewing techniques, the high technology job market and corporate profiles.

AFCEA Career Services <http://www.afcea.org/careers/> allows for Internet job posting, résumé posting and related job search services through AFCEA's web site. AFCEA members can post résumés on this site free of charge. Additionally, members can view job postings, apply for jobs online, and email postings to friends. The résumé posting page is customized specifically for the AFCEA community to include security clearance information.

### **1.3.6 Chapter Activities**

Chapter activities bring all the elements of the AFCEA forum together in localities around the world. The chapters are the key to AFCEA's continued success and growth. They perform an invaluable service to AFCEA members by providing an ethical forum where government, military and industry professionals can exchange views and match military requirements with industrial capabilities. Through regularly scheduled meetings, technical symposia and conferences, chapters provide members the opportunity to interact with professional contemporaries and exchange views on important and relevant technical and business issues.

## **1.4 The AFCEA Organization**

The AFCEA structure consists of the International Headquarters, two area offices, 26 regional vice presidents and 134 chapters worldwide. AFCEA is governed by volunteer members

who comprise the Board of Directors, Executive Committee and Council. The officers of AFCEA include a Chairman of the Board of Directors, President/CEO, Regional Vice Presidents, Associate Directors, Secretary and Treasurer.

The Board of Directors is the governing body of AFCEA and consists of 40 – 100 members, including the elected Chairman of the Board, members of the Executive Committee, Permanent Directors (all past elected Chairmen and all past Presidents), the General Counsel, Directors-at-Large, and an appointed Regional Vice President and Young AFCEAN Advisory Council (YAAC) member.

The Executive Committee acts for the Board between sessions and also ensures for the Board proper management and operation of the International Headquarters. The Executive Committee consists of 10 – 40 members including the Chairman of the Board, the immediate Past Chairman, the General Counsel, and one appointed representative from the Regional Vice Presidents.

The AFCEA Council consists of the Officers, the YAAC, , and one chapter delegate for each 100 members or fraction thereof in each Chapter. Each Chapter will have a minimum of 2 delegates. They elect the Directors-at-Large to serve on the Board of Directors.

Please see the AFCEA Organization Chart at [APPENDIX 1-A](#).

### 1.4.1 International Headquarters

The International Headquarters is located in Fairfax, Virginia near Washington, D.C. Day-to-day operation of the Headquarters is the responsibility of the President/CEO. He is assisted by two Executive Vice Presidents, a Vice President for Education, a Vice President for Intelligence, several Senior Directors and Directors with supporting staff, and an Editor-in-Chief of *SIGNAL* Magazine. The President/CEO is appointed by the Executive Committee with approval of the Board of Directors and functions as the Chief Executive Officer of the Association.

International Headquarters operations include the following activities:

- Assisting AFCEA regions and chapters in developing and conducting their activities. (Member, Chapter and Corporate Services Department, [mcs@afcea.org](mailto:mcs@afcea.org), 703-631-6242)
- Editing and publishing the Association's official publication, *SIGNAL*, and the electronic newsletter *Connections*. (*SIGNAL* Magazine, [signal@afcea.org](mailto:signal@afcea.org), 703-631-6392)
- Conducting membership campaigns, collecting dues, processing membership applications, maintaining official membership files and handling all other membership fulfillment responsibilities. (Member Service Center, [service@afcea.org](mailto:service@afcea.org), 703-631-6158)
- Recruiting, retaining and providing desired services to corporate members. (Member, Chapter and Corporate Services Department, [corp-mbr@afcea.org](mailto:corp-mbr@afcea.org), 703-631-6150)

- **Planning, coordinating and managing all international meetings and convention activities. (Events Department, [events@afcea.org](mailto:events@afcea.org), 703-631-6130)**
- **Sponsoring numerous programs and activities at the international level to focus public attention on the importance of intelligence and information systems as valuable national resources. (Events Department, [events@afcea.org](mailto:events@afcea.org), 703-631-6130)**
- **Providing support to the AFCEA Educational Foundation and to equivalent trusts or foundations outside the United States to encourage academic excellence in the physical sciences. (AFCEA Education Foundation, [edfoundation@afcea.org](mailto:edfoundation@afcea.org), 703-631-6147)**
- **Maintaining working relationships with other organizations and associations in countries that abide by the principles of democracy and whose objectives are allied with those of AFCEA. (President/CEO, [president@afcea.org](mailto:president@afcea.org), 703-631-6100)**
- **Preparing and executing the operating and capital expense budget and managing the investment program. (Chief Financial Officer, [finance@afcea.org](mailto:finance@afcea.org), 703-631-6166)**

**Complete contact information and websites for AFCEA International are listed at [Appendix 1-B](#).**

## **1.4.2 AFCEA'S Geographic Orientation**

### **1.4.2.1 Area Offices**

**AFCEA maintains two area offices: AFCEA Canada located in Ottawa, Ontario, and AFCEA Europe located in Brussels, Belgium. In addition to the European continent, AFCEA Europe encompasses the Middle East. The European General Manager is responsible to the President/CEO of AFCEA International. The Canadian General Manager is responsible to the leadership of AFCEA Canada. The two area offices provide services to the regional vice presidents, chapters, corporate sponsors and individual members in their respective geographic area. For the rest of the world, this support is provided directly from AFCEA International Headquarters.**

### **1.4.2.2 Regional Vice Presidents**

**Regional Vice Presidents (RVPs) are appointed to serve as a link between the International headquarters and chapters. Their mission is to strengthen chapters by offering guidance, counsel and interpretation of AFCEA policies to achieve overall AFCEA goals and objectives. Their tasks are to assist chapters in conducting their activities, to maintain chapter growth, recommend financial assistance necessary to help those chapter programs that increase member participation and allow chapters to be financially self-sufficient; attend chapter functions and represent chapters at International Headquarters-sponsored meetings and planning sessions; and report the status of chapters in their region to the Chairman of the Board as requested. A typical RVP has previously served as a Chapter President and can provide invaluable insight and lessons learned to local Chapters.**

### **1.4.2.3 Chapters**

**The Chapter is the basic unit of AFCEA. The worldwide chapter structure forms the foundation of the association and is the key to its continued success. Members working in the chapters on local projects and programs help their community while supporting the AFCEA mission, goals and core values. A minimum of twenty-five members is required to establish a new chapter (See Chapter 2 – *How to Form a New Chapter.*)**

## CHAPTER TWO, HOW TO FORM A CHAPTER

The procedures for starting a new AFCEA chapter are simple and straightforward. The necessary charter application form can be found in [Appendix 2-A](#). These forms are for your use, and local reproduction is authorized. Information on starting a chapter is available upon request from the Director, Member, Chapter and Corporate Services ([mcs@afcea.org](mailto:mcs@afcea.org)), AFCEA International Headquarters. The start-up information includes the following:

- Electronic roster of active members in the area (after approval by the Regional Vice President)
- Links to the AFCEA Chapter Officers' Handbook and International By-Laws
- Individual Membership Applications
- Corporate Membership Applications
- Promotional items to stimulate interest in AFCEA

### 2.1 Procedures

The Regional Vice President is a valuable source of guidance and information for new chapters. Invite the RVP to your planning meetings. An initial step to help determine whether or not a chapter should be formed is to conduct a brief "market survey." Be reasonably sure that you have a good resource base to support individual members and corporate sponsors. Contact local prospects among government, military, academia and industry that have an interest in the broad areas of electronics, computers, command and control, communications, intelligence and information systems, etc., and ask for a representative to attend your exploratory meeting. There needs to be a sufficiently large support base to allow the chapter to grow and sustain. Ideally, to support a potential 200-member chapter would require a population of approximately 1,000 professionals from IT, communications, or electronics fields in the defense, homeland security, and intelligence communities.

At the initial meeting of prospective members, friends and associates (ask them to bring a friend and remember that it will take 25 AFCEA members or members-to-be to charter a chapter), the following agenda has proven effective:

- Appoint a discussion leader who is familiar with AFCEA;
- Describe the benefits of being an area chapter/member and discuss commitment required for success;
- Explore the feasibility and desirability of forming a chapter;
- Define the area(s) to be served by chapter;

- **Discuss the kinds of programs that would have greatest appeal;**
- **Discuss the duties of chapter officers;**
- **Select a chapter name;**
- **Discuss election of officers;**
- **Appoint liaison officers to contact other prospects;**
- **Plan to announce the local chapter's formation;**
- **Appoint a committee to arrange a second meeting for purposes of signing a charter and arranging for guest speakers.**

**If the response to your initial meeting is large enough and discussion is positive, your second meeting may not be necessary. Be prepared at your first meeting to accept nominations and elect officers, approve the chapter name, sign up members and fill out the Charter Application by having each member sign it and provide their mailing address. Clearly indicate amount paid and form of payment. Chapter application signers who are not members of the Association need to complete the application form for individual membership and remit the appropriate fee. In addition, develop your chapter bylaws using the guidance in Chapter Three of this Handbook and the AFCEA International By-Laws. Forward one copy of your chapter by-laws to the Director, Member, Chapter and Corporate Services, for review and approval by the President/CEO of AFCEA International.**

**Upon receipt of a petition stating that no fewer than 25 members or members-to-be of AFCEA in a locality desire to form a new chapter, the President of AFCEA may, if he determines it would be in AFCEA's best interests, authorize the formation of a new chapter. In a country where no Chapter exists, the establishment of a Chapter additionally requires a recommendation of the Expansion Policy Committee and approval of the Executive Committee. After formation, each chapter may arrange its own schedule of meetings and activities keeping AFCEA International Headquarters and the Regional Vice President advised by copies of notices of such meetings and activities.**

**For additional assistance in forming a chapter, contact International Headquarters, Director, Member, Chapter and Corporate Services.**

## **2.2 Forming a Subchapter**

**Subchapters may be organized by chapters of AFCEA, pending review and approval by the President/CEO of AFCEA International. Such subchapters will be chartered by the parent chapter with an initial membership of at least 10 members of AFCEA that are in good standing. All applications and dues of such members will continue to be handled by the parent chapter to AFCEA International Headquarters. A subchapter may apply to become a chapter with the approval of its parent chapter.**

**Student subchapters may be organized at any national service academy, college or university that carries science and/or engineering courses leading to a career in signals, communications, electronics, computers, intelligence systems, command and control and information management.**

## **2.3 Chapter Names and Titles**

**Chapter names and titles should represent the immediate city, region or activity that is predominantly being served. Specifically, the name should have meaning and not be misleading.**

**Chapters desiring a name or title change should submit their request to International Headquarters, Attention: Director, Member, Chapter and Corporate Services.**

## **2.4 Installation of Chapter Officers**

**The installation ceremony must be conducted with dignity and decorum. It recognizes commitment to the principles and values of AFCEA as well as the assumption of leadership and transfer of responsibility.**

**Select chapter officers with great care. The objectives of the association can only be met through an effective, highly visible chapter system. A chapter will be a positive force and will contribute to the attaining of the Association's goals if the chapter is well organized and well led. The voting members should be well versed in the requisite qualifications of chapter officer nominees. Once the election is completed, plan the installation ceremony. Usually the installation of officers is held in conjunction with a regular meeting. Some chapters prefer a formal evening affair. When feasible, request that a Regional Vice President or an AFCEA International Officer officiate. Suitable wording for use at an installation meeting can be found at [Appendix 2-B](#).**

## CHAPTER THREE, CHAPTER OPERATIONS

Extreme care is required in planning, organizing and operating a successful chapter. The AFCEA chapter, through service to its members and community, is the cornerstone of AFCEA's structure and its most valuable resource. Strong, active chapters provide the Association with the volunteers and initiatives for growth.

Relationships between chapters and AFCEA International Headquarters must be strong and continuous. The chapter is charged with the responsibility, in close concert with the Regional Vice President and the area office, where present, for generating activities that extend Association benefits to members in its area.

Chapters in Europe have a unique operating relationship with the AFCEA European Office. The relationship and operating procedures are described in [Appendix 3-A: Guidance for the Membership Secretaries of AFCEA's European Chapters](#). Should there be conflict between procedures outlined in this Chapter and those in [Appendix 3-A](#), the procedures in the Appendix shall govern for European chapters.

Although AFCEA chapters enjoy considerable latitude and autonomy, experiences gained by successful chapters over the years can serve as excellent guides to other chapters. Chapters tailor their activities to meet the needs of their members, corporate sponsors, and supporting community. Some of the more widely used and time-tested approaches to chapter operations are included in this chapter.

The continued success of AFCEA depends on the maintenance of high professional standards and observance of accepted standards of conduct and ethics. The manner in which individual and corporate members participate in the professional dialogue among government, industry and academia reflects the ethical reputation of AFCEA. AFCEA members shall follow the standards of conduct and ethics guidance of their appropriate government authorities. In addition, Chapter leaders should avoid conflicts of interest, real or perceived. Related party transactions on behalf of the Chapter should also be avoided.



## 3.1 General Guidelines

***Fiscal Year***—When a chapter is organized, the fiscal year must be established. Care should be exercised because, while the fiscal year may be changed later, there may be tax consequences as a result of the change. AFCEA International Headquarters has a fiscal year that is in step with that of the US Federal Government (October 1 through September 30). Chapter may use the same fiscal year as AFCEA International Headquarters, the calendar year or its own national fiscal year dates.

***Annual Meeting***— An annual meeting of the chapter membership should be held to elect new officers and to report on the chapter’s activities during the previous year. All officers elected at the annual meeting should take office as soon as possible after the annual meeting.

***Officers***— All new officers should be installed during or before the first Chapter meeting of the year. Chapters that choose to continue their program through the summer months may hold elections during the summer and have their new officers already installed by the time their fall programs begin. Some Chapters have elections as one of the final activities of the program year, usually in late spring and then install the officers either at the last meeting during the program year, or the first meeting of the next program year.

Officers should consist of those mandated by the Chapter Bylaws, usually a President, one or more Vice President(s), Secretary, and Treasurer. Local custom and/or practice may provide for other officers as well. The offices of Secretary and Treasurer may be combined. Vice Presidents for Programs, Membership and Young AFCEAN Affairs are essential to chapter success. If there are multiple Vice Presidents, one should be designated as First or Executive Vice President.

***Board of Directors***—The affairs of the local chapter should be governed by a Board of Directors as specified by the chapter’s bylaws. Past chapter presidents and current officers are excellent choices for board members. One-third of the Board of Directors should constitute a quorum at all its meetings.

***Committees***—The chapter can sustain the interest and enthusiasm of chapter members by involving as many members as possible in the active management of chapter operations. The chapter can accomplish this goal through encouraging participation in committee work. Maximum effectiveness results from establishing committees and selecting strong, imaginative chairpersons and committee members. The number and type of committees may vary by chapter. Suggested committees include Awards, Programs, Membership, Finance, Publicity, Nominations, Small Business, Scholarship and Young AFCEAN.

***Chapter Income***—Although chapters are financially independent, they do receive supporting funds from AFCEA International Headquarters in the form of chapter rebates and a “finder’s fee” paid for obtaining new corporate sponsors. All finders fees are paid directly to AFCEA Canada for new Canadian corporate members.

***Educational Funds***—Proceeds from chapter activities intended for chapter education support programs need to be maintained in a separate account with separate accounting records (see Chapter 7).

***Rebates***— Each year, the President and CEO of AFCEA International determines whether or not the Association will provide a rebate of membership dues to the Chapters,

and if so, at what rate. This determination is confirmed by the Board of Directors. In the past, the rate has been \$1.00 per individual chapter member, with a maximum of \$1000 for any Chapter. Rebates are normally paid in April to those Chapters which have submitted their Annual Report. (See *Chapter Annual Report*, below.)

***Finder's Fee***--A chapter may receive a "finder's fee" by documenting its role in getting a corporation to join. This must be done in writing to the Manager, Corporate Programs ([corp-mbr@afcea.org](mailto:corp-mbr@afcea.org)) within 60 days of the corporate join date. The "finder's fee" is 50 percent of the first year's corporate fee. Half of the finder's fee is paid to the chapter when the new company joins. The other half is paid when the company renews after one year.

***Dues***--All dues received for Association membership go directly to International Headquarters. Chapters may assess their members additional charges for special chapter services that the chapter may provide.

***Other Income***--It is important that chapter leadership explore other areas of generating income for the chapter. Although AFCEA and its chapters are not-for-profit organizations, all projects should be planned to be self-supporting. Any surplus funds should be used to maintain an adequate financial reserve, provide for proper management expenses and support membership programs and services. With adequate reserves, scholarship funds and local program financial support should be considered. An adequate reserve should be determined based on prior financial commitments for scholarships and educational grants as well as funds needed to begin planning for special events, such as exhibits, golf tournaments, etc., until such time that a revenue flow begins. Suggested income producing activities include dinner meetings, golf outings, raffle tickets for special prizes and seminars or symposia through the coordination, cooperation and promotion of International Headquarters. (NOTE: Before organizing a raffle, lottery or any other form of game of chance, be sure to consult local laws, ordinances and/or regulations to assure compliance.) AFCEA International Headquarters will work with the chapters to assist with financial support, if necessary, and to ensure adequate coordination and publicity of the event. Monies collected for chapter educational funds must be maintained in separate accounts (see Chapter 7).

***Chapter Taxes***--The general operations of chapters located in the United States fall under the United States Internal Revenue Code 501(c)(6) and 501(c)(3). U.S. based chapters are now being placed into a tax-exempt status automatically by the International Headquarters. In some instances, chapters located on U.S. military facilities outside the United States may have to comply with the laws of the United States. Other chapters located outside the United States will need to comply with the laws of the home nation.

Each U.S. chapter receiving income of more than the \$25,000 limit, as currently established by the IRS in a normal year, must file an information return with the IRS on Form 990. The IRS automatically provides copies of Form 990 along with filing instructions. The form must be filed by the 15<sup>th</sup> day of the 5<sup>th</sup> month following the end of the chapter's fiscal year. Chapters following the AFCEA International fiscal year (1 Oct-30 Sept) must file by 15 February. Those on a calendar fiscal year must file by May 15. Contact the Director, Member, Chapter and Corporate Services ([corp-mbr@afcea.org](mailto:corp-mbr@afcea.org)), at AFCEA International Headquarters for your chapter's Employer Identification Number (tax number) if not known.

***Chapter Annual Report***—Each chapter will submit an Annual Report to AFCEA Headquarters, Director, Member, Chapter and Corporate Services, not later than March 1 of each year, for the previous calendar year. A format for this report is provided at [Appendix 3-B](#). Reproductions of this format are acceptable. Provide a copy of the completed report to the area office, if applicable, and the Regional Vice President. This report serves two important purposes: (a) it helps maintain and sustain the chapter’s non-profit, tax-exempt status, and (b) it serves as a reporting and analysis tool for the RVP and Chapter Support personnel as to the chapter’s membership status, programs, financial status and general “health and welfare.” Chapters that do not submit an annual report will not be eligible for the Chapter rebate.

***Chapter Records***—Careful records should be maintained on all chapter activities. In addition to the necessary financial records and minutes of board meetings, each committee chairperson should be required to provide a detailed report on his or her committee’s activities. Such information as attendance at special events, cost of activities, revenues and other information of value to subsequent committees should be included in these reports. The accumulated information greatly simplifies the planning work of each new committee chairperson and ensures a smooth transition.

***Transition***—It is essential that all records and documentation be passed on to, and centrally maintained by the new chapter administration, normally the Chapter Secretary. This helps eliminate duplication and enhances the opportunity to draw upon previous experiences. Chapter leadership should ensure that the new officers receive copies of applicable records and documentation as soon as possible after election or appointment. In cases where no existing or incoming officers are available, AFCEA International will pay to have the records shipped either to the Regional Vice President or to Headquarters.

## **3.2 Chapter Bylaws**

All chapters must operate with a set of bylaws. It is important that the chapter bylaws be consistent with and aligned as closely as possible with the bylaws of AFCEA International. Local chapter bylaws shall contain at least the following:

- Provisions that the chapter not be organized for profit and no part of its net earnings shall accrue to the benefit of its members;
- Provisions fixing the number of members or proportion of members entitled to call a meeting;
- Provisions outlining the duties and responsibilities of chapter officers and committees;
- Provisions specifying that written or electronic notice shall be given to the members of the place, day and hour of a meeting (and, in the case of a special meeting, the purpose or purposes for which the meeting is called), and specifying further the amount of advance notice that must be given of the meeting;
- Provisions as to the number or percentage of members entitled to vote, represented in person or by proxy, or the number or percentage of votes, represented in person or by proxy, which shall constitute a quorum at a meeting of members;

- Provisions as to whether once a quorum is obtained the members present at a duly organized meeting may continue to do business until adjournment; and
- A provision for chapter dissolution.

Local chapter bylaws and all subsequent amendments thereto shall be submitted to the International Headquarters for review and final approval.

## **3.3 Chapter Administration**

### **3.3.1 Duties of the Chapter President**

The importance of the chapter President cannot be overemphasized. The President's importance goes far beyond the influence he or she exerts over the success of the chapter. He/she is responsible for the success of all chapter activities, such as meetings, socials, golf outings, and special events. The President is the principal point of contact between the chapter and its members, the Regional Vice President, AFCEA International Headquarters and the public at large. He/she should demonstrate sound leadership and organizational skills.

A chapter must have a well-developed plan of goals and objectives. This plan should be ready for presentation at the first meeting of the Board of Directors for approval or modification. Ideally, the plan should be developed through consultation with the RVP and other chapter officers sharing responsibility for the coming year's operation. Having taken an active part in shaping the plan, other officers can be expected to provide effective support.

Chapter officers must pay careful attention to the selection of committee chairpersons who will have responsibility for implementing the plan. To maintain necessary control, the President should establish committee reporting procedures designed to keep chapter officers fully informed.

The President should establish a personal checklist of responsibilities, including among others:

- Preside at all meetings of the membership and the Board of Directors.
- Hold regular meetings of the Board of Directors, usually monthly.
- Hold regular meetings: in addition to opening and closing the meeting.
- Maintain a firm schedule throughout the meeting. Remember, the members and guests are attending the meeting to gain information and to hear the guest speaker. Thus, chapter business, miscellaneous reports and other extraneous activities should not be allowed to turn the meeting into a boring, long-winded session. The most critical issue is to end on time. For related information, see [Chapter 4](#).
- Check on arrangements and other details of the meeting well in advance to avoid problems. This should include such details as special seating and biographical data used to introduce the guest speaker.

- **Recognize new members, corporate sponsors and guests attending each meeting.**
- **Ensure that an accurate written account of the meeting highlights, along with photographs are forwarded promptly to AFCEA International Headquarters for publication in the Chapter News section of *SIGNAL* magazine. For details or to submit information online, go to <http://www.afcea.org/signal/chapternews>)**
- **Delegate committee responsibilities and select committee representatives. Include new personnel as a source of new ideas and as potential new officers.**
- **Match committee responsibilities with available personnel. Avoid one-person committees.**
- **Ask for periodic and comprehensive reports of committee activities, and see that the information for the Chapter Annual Report is provided to AFCEA International Headquarters by the due date.**
- **Ask for committee reports, including statements of accomplishments, problems and recommendations.**
- **Provide supporting assistance in pursuing overall AFCEA objectives.**

**From time to time there will be programs and activities vital to the continued progress of AFCEA's Board of Directors. The chapter presidents and RVPs may be called upon to implement these programs and activities locally.**

### **3.3.2 Duties of the Chapter First (or Executive) Vice President**

Most chapters have multiple vice presidents who effectively lead chapter committees in their respective areas. Examples are: VP-Membership, VP-Programs, VP-Publicity, etc. The 1st or Executive Vice President will serve as the principal VP who will act on behalf of the President in his/her absence and will normally be in a training mode as the designated President Elect.

The principal duty of the chapter First (or Executive) Vice President is to be prepared to act on behalf of the President when necessary.

In chapters where a succession of officers has been established, the term of the office of the First Vice President should be used as a learning period for the succeeding year.

Many chapters assign the First Vice President the additional job of chairperson of the program committee. In this role, the Vice President appears before the chapter at each of its meetings to introduce the speaker.

The First Vice President should serve as an ex-officio member of several of the important committees, such as the Membership Committee, Program Committee, etc., and make a determined effort to attend as many of their meetings as possible. In this way, he or she becomes thoroughly familiar with all phases of the chapter's operations and, thus, is better prepared for higher office.

There are several methods of utilizing the talents of the First Vice President, including the following:

- Direct the major chapter activity of the year, such as a regional or local seminar, special membership efforts or educational activities such as a high school science fair.
- Be available for special assignment by the Chapter President to areas requiring detailed personal attention.

### **3.3.3 Duties of the Chapter Secretary**

The chapter Secretary has many duties that are important to the success of the chapter. To attain maximum efficiency, the Secretary may need to delegate some assigned duties.

In some chapters, the Secretary plays a prominent role and becomes the focal point around which all chapter activities revolve. Although this may be highly desirable, there is a danger that one-person domination might so standardize activities that the chapter loses the value and vitality of fresh, outside viewpoints.

The Secretary has the responsibility of maintaining all chapter records, reports, latest membership list downloads and minutes of chapter officers meetings. The Secretary also maintains close contact with AFCEA International Headquarters and Regional Vice President and furnishes such reports and records to those offices as are required. Specific duties of a chapter Secretary usually fall into these areas:

***Chapter records***—For chapter continuity, it is necessary that complete records be maintained of all activities, including regular meetings, educational activities, social programs and all other business of the chapter. In many instances, complete reports of special events are supplied by chairpersons of the responsible committees. Where possible, a special repository should be provided for the storage of permanent, continuing reports of all chapter activities and committees.

***Meeting minutes***—The Secretary is responsible for keeping minutes of all chapter board meetings. Minutes should include items discussed, decisions reached and all other business conducted. Copies of minutes should be distributed to all chapter board members, the Regional Vice President and AFCEA International Headquarters, Director, Member, Chapter and Corporate Services. Records of guest speakers, topics and meeting attendance figures should be maintained.

***Correspondence***—The Secretary is the official recorder for the chapter. In addition to the normal correspondence with chapter members and International Headquarters, the Secretary handles official communications as directed by the chapter President.

***Membership records***—Each AFCEA member has access to their individual member profile through the AFCEA Portal; the Portal login screen is found at <https://www.afcea.org/portal/>. Members can update their profile at any time. The information that a member provides in their profile is reflected on the chapter's roster which is contained in the AFCEA Portal as part of the Chapter Officers Interface. Designated chapter board members, to include the Secretary, can be granted access to their chapter's interface through their individual record in the Portal. Chapter presidents should request access for chapter board members by emailing the Coordinator, Member and Chapter Services, [mcs@afcea.org](mailto:mcs@afcea.org). Further detailed information about the interface can be found in Appendix 3-C.

***Reports***—Each local chapter shall submit an annual report of its activities including finances, obligations, meetings, scholarship and/or award programs and other matters consistent with the objectives of AFCEA. The chapter Secretary normally consolidates inputs from chapter officers/committee chairpersons and prepares the annual report.

The chapter Secretary provides the names, addresses and telephone numbers of the chapter President and Secretary for publication in the Chapter Organization section of *SIGNAL* magazine. This is an ABSOLUTE MUST if we are to keep an active dialog among all chapters, worldwide. Names, addresses, telephone numbers and email addresses of the chapter President and Secretary should be submitted directly to International Headquarters, Attention: Coordinator, Member and Chapter Services, [mcs@afcea.org](mailto:mcs@afcea.org).

### **3.3.4 Duties of the Chapter Treasurer**

The chapter Treasurer is responsible for collecting, disbursing and managing the chapter's funds. The Treasurer should be prepared at all times to submit a complete and accurate statement showing the current financial status of the chapter.

It is sound policy to disburse all chapter funds by check. The Treasurer should normally sign all checks; however, at least one other officer should be an authorized signer. In addition, the Treasurer is normally custodian of chapter reserves in the form of savings or checking accounts in banks, stocks, bonds or other securities.

Sound chapter operations demand the formulation of, and adherence to, realistic budgets. Each committee should be informed of the funds budgeted for its activities. Payments chargeable to specific committees should not be made without formal approval of the chairperson of the committee involved.

Chapter officials who handle chapter funds should be covered under a fidelity bond (or national equivalent) to protect the chapter from possible legal action in the event money is mishandled or misappropriated. Each chapter should purchase this coverage locally from a reputable insurance agency. Recommended coverage is an amount equal to total Chapter assets with a minimum of US\$10,000.

Chapters will appoint auditing committees to review each year's financial reports and attest to their accuracy. Where chapters have finance committees, such committees act in an advisory capacity to the Treasurer in establishing budgets and setting financial policies. The Treasurer should be a member of this committee.

Chapters with annual receipts of US\$10,000 or more should have an annual external review or audit.

Among the specific duties of the Treasurer are the following:

*Receiving and depositing all funds*—Regardless of source, funds paid into the chapter should be handled by the Treasurer.

*Disbursing funds*—The Treasurer should do this as authorized by the chapter officers and in accordance with established, approved budgets.

*Preparing financial reports*— The Treasurer should:

- Prepare financial reports required for regular meetings of chapter officers and membership meetings.
- Prepare annual financial reports for chapter permanent records.
- Prepare, file and maintain all tax records and reports including those required of chapters operating as non-profit, tax-exempt entities.
- Operate the chapter account in accordance with the guidance contained in section 3.3.5 *Financial Procedures* below.



### 3.3.5 Financial Procedures

A chapter's financial procedures should be simple and effective, yet complete, with safeguards to ensure proper control. The records should provide an easy analysis of the yearly operation and should provide for easy reporting to the Board of Directors and the membership.

Each United States chapter will apply for an Employer Identification Number (tax ID number) with the Internal Revenue Service and provide the number to AFCEA International Headquarters for its records. Application forms for an EIN are available through the Chapter Services Coordinator ([mcs@afcea.org](mailto:mcs@afcea.org).) Chapters in other Nations should comply with local (national) law and practice.

***Banking Practices***—Chapter operating funds should be on deposit with a local bank, preferably one that provides such services as monthly statements and printed checks and one that does not charge a service fee to a non-profit organization. Reserve funds should be invested in a savings account, government securities or other secure financial investment. Canceled checks or check registers should be held for a minimum of three years depending upon the statute of limitations in the appropriate state or country. Bank balances should be reconciled monthly.

***Budgeting***—The Treasurer should prepare a budget at the beginning of each fiscal year in consultation with the various committee chairpersons and chapter officers, for approval by the board of directors. Budgets should be prepared with the objectives of the chapter in mind. It is desirable that overall income always exceeds expenses.

In planning a budget, keep in mind that it is good practice to maintain a cash reserve adequate to maintain good credit and to provide for unexpected contingencies. The amount of the cash reserve, including savings account balances, would be determined by the chapter's needs. Budgets should be reviewed at least quarterly against expenditures and should be revised if necessary.

***Recordkeeping, General***—All cash receipts should be recorded and deposited as soon as possible and all expenditures should be recorded at the time they are made. Chapter records should be balanced and reconciled at least monthly. These records will be kept on a "cash basis," representing the immediate chapter financial condition. Chapters may find it advisable to keep records of accounts receivable and accounts payable and other assets and liabilities for their own internal controls.

#### ***Use of Treasurer's Journal***—

- Each time money is received it should be entered in the Treasurer's journal under columns headed: Date, Identification (from whom it was received), Check Number, Received (amount) and in one of the income columns under Distribution of Receipts and Disbursement.
- Each time money is spent, it should be entered under the columns headed: Date, Identification (to whom it was given), Check Number, Disbursed (amount) and in one of the expense columns under Distribution of Receipts and Disbursements. The

Distribution of Receipts and Disbursements columns are designed to show the financial activity major functions.

- The cash journal portion should provide a balance column so that a continuous record can be maintained of the amount of money in the chapter's treasury. By entering the brought forward amount in the balance column, the information can be carried to subsequent pages of the Treasurer's journal. This eliminates the necessity of carrying the bank balance on the check stubs since this journal, in effect, becomes the checkbook.
- A canceled check column should be provided, indicating which checks have cleared the chapter's bank. This posting occurs only upon receipt of the periodic bank statements and is used in conjunction with the reconciliation of the bank's statement.
- A sample cash journal page can be found at [Appendix 3-D](#).

Maintaining supporting records for the chapter's financial transactions is important. The Treasurer should keep folders dated with the fiscal year and marked with titled as follows:

*Invoices*—For every journal entry there should be an invoice marked paid, date paid, approved by the proper authority and the chapter's check number marked on it. The invoice should be filed in check number sequence and retained in accordance with Records Retention Guide ([Appendix 3-E](#))

*Receipts*—All receipt records, letters, budgets, etc., should be filed in their sequence of dates and retained in accordance with Records Retention Guide ([Appendix 3-E](#))

*Bank Statements*—After each bank statement is reconciled, it should be filed chronologically with the applicable canceled checks, when canceled checks are returned by the bank. Otherwise, electronic copies available on request from the bank would suffice.

*Financial Reports*—Monthly reports should be completed by the Treasurer and approved by the Board of Directors. Reports should include totals of income and expenditures on the basis of the established accounts. Reports should be audited and checked against the bank book once a year.

### **3.3.6 Additional Chapter Officers**

As the chapter membership and activities increase, consider appointing and/or electing additional officers. Shown below are examples of some additional officers:

- Vice President for Programs
- Vice President for Membership
- Vice President for Young AFCEAN Affairs
- Vice President for Enlisted Affairs
- Vice President for Scholarships
- Vice President for Publicity
- Vice President for Awards
- Vice President for Science Fairs
- Webmaster
- Chapter Historian

The Vice President for Programs would assume all the responsibilities for development of the chapter programs for the year to include arranging for guest speakers.

The Vice President for Membership is the Chairman of the Membership Committee, and the duties are explained in detail in the section on Membership Program (see Section 3.4).

A Vice President for Young AFCEAN Affairs can be an appointed position to be filled by a member less than 40 years of age who can advise the President on the concerns of young AFCEANs, including appropriate chapter programs to attract more young members. This officer will also serve as a point of contact for the regional member of the Young AFCEAN Advisory Council (YAAC). It is not uncommon, and in fact it is recommended, that there be two Young AFCEAN representatives who would serve as co-chairs – one from the government/military and one from industry. In this way outreach to attract young people to AFCEA can be facilitated and broadened. (See [Appendix 3-F](#) for guidance on creating a Chapter Young AFCEAN program)

The Vice President for Enlisted Affairs could be appointed to advise the President on programs and initiatives of special interest to attract and retain enlisted personnel.

The Vice President for Scholarships executes the chapter's scholarship program. Insures that the program is run fairly, encompasses a wide set of candidates, and is sanctioned by the full board of directors. Serves as liaison for AFCEA International's scholarship program.

The Vice President of Publicity is responsible for advertisement and promotion of the Chapter and its events. This includes submissions to the Signal Magazine after each chapter meeting or event and may include publicity in other publications. Arranges for a photographer at Chapter events.

The Vice President for Awards is responsible for the Chapter's Award Program to include the formation of a nominating committee when appropriate for large-scale and annual awards. Accepts nominations and selects deserving chapter awardees for monthly honors.

The Vice President for Science Fairs is responsible for the Chapter's Science Teaching Tools and Science Fair Programs. Solicits select Science Advisors in the local Chapter area to nominate

teachers to receive a cash award for the purchase of supplies, etc in support of their science program. Provides the list of selected teachers to the Treasurer for awards. Determines the times and dates of local science fairs as well as the Statewide science fairs. Coordinates with appropriate officials. Recruits volunteer members to participate in the science fairs and to award prizes to students (and, in Statewide contests, to the students' teachers.) Reports the results to AFCEA International.

The Webmaster is responsible for the Chapter's Internet presence via a web page and is the administrator for all Chapter domains, email accounts, and list servers. The Webmaster is responsible for posting all information deemed public and for posting special announcements, photographs, and archival information on the web. The Webmaster works closely with all Vice Presidents and Committee Chairs to ensure the Chapter web site is reflecting their area of interest accurately. The Webmaster shall post no information without the permission of the Chapter President.

The Chapter Historian would be the custodian of significant chapter records and photographs to document the lineage and past activities of the chapter. Whenever it is not possible to fill this position, all chapter officers would share in the responsibility to preserve significant information and provide chapter continuity.

### **3.3.7 Directorships**

In some chapters a group of past AFCEA chapter presidents serves as Directors of the chapter. They can serve as a steering committee to assist the officers in a host of special projects depending on their individual skills and interests. They often serve as chapter delegates to the national convention, or serve as chairpersons of chapter sponsored symposia or on an advisory group for such affairs. Having Directorships is especially important as the chapters grow and become more active. Directorships can stimulate the chapter, assist in the transition of the chapter's officers and advise as the chapter sees fit.

## **3.4 Membership Promotion**

The membership committee is charged with the responsibility of securing new members and retaining current members. Many chapters establish the position of Vice President for Membership, with assistants for individual memberships and corporate memberships, or with assistants for government and industry membership. An active and energetic chairperson is absolutely vital to sustaining chapter growth and strength.

Productive membership committees should consist of energetic, creative and enthusiastic people. From time to time, International Headquarters provides information on membership promotion programs that can and should be adapted to the specific needs of each chapter.

As with any function, membership activity should be conducted according to a well conceived plan of action and should work toward realistic goals. Membership plans and goals should be established early and continue throughout the chapter year.

**Overall Association objectives project a specific annual increase in AFCEA membership. It is essential that chapters help achieve this goal by offering programs that appeal to a broad spectrum of current and potential members.**

***Committee Structure*—An active chairperson is important, but the size of the committee depends upon the chapter size and the potential membership pool. Additionally, every member of the chapter should consider it his or her duty to actively help the membership committee.**

**The membership committee should include individuals who are relatively free to travel locally and have good contacts with government and industry people. There is no substitute for personal contact in membership recruitment and retention.**

***Committee Meetings*—The committee should meet frequently, particularly prior to and early in the chapter year. The purpose of these meetings is to formulate plans and objectives, build prospect lists and allocate responsibilities. Subsequent meetings may be devoted to analyzing progress, revising plans and adjusting goals and assignments as necessary.**

***Committee Duties*—**

- **Actively seek new civilian, military and government individual members as well as corporate members. Actively retain current individual members and corporate members.**
- **Notify AFCEA International Headquarters of all new corporate members recruited (within 60 days) to qualify for a “finder’s fee.”**
- **Contact interested individuals at the local level who are possible candidates for membership.**
- **Greet new members at all chapter meetings and make them feel welcome.**
- **Be prepared at all times with individual and corporate membership literature and application forms.**
- **Coordinate and direct Association membership campaigns.**
- **Make monthly reports on membership objectives and the results of membership promotion activities.**

***Membership Recruiting***—Chapter recruiting is led by the Vice President for Membership and should have a separate representative for military and industry members, as well as a network of key contacts within the military and industrial communities. Through the Vice President for Membership, these key contacts advertise chapter events, recruit new members from within their units and companies and furnish input to the chapter board of directors regarding program quality. Remember that the two most important personal contacts in AFCEA are the “welcome aboard” greeting and the reminder to renew your membership.

Whenever possible, have new members join on-line at the AFCEA website (<http://www.afcea.org/membership/default.htm>) This will minimize the paperwork for the Chapter and will get the new member on the Chapter mailing list very quickly. It will also speed up the date new members receive their membership cards and their first SIGNAL magazines.

***Membership Retention***—The retention of existing members is a vital component of an overall membership strategy. The Membership Committee must personally contact members whose membership is about to expire, assess their experience, solicit ways to serve them better, and secure their commitment to renew. It is very important that feedback from members be integrated into the planning cycle for the future. Chapter retention activity centers on the Vice President for Membership and chapter key contacts. The process begins upon download of chapter rosters from the Portal which contain dates of membership expiration. The Vice President for Membership analyzes the roster and redistributes appropriate portions of it to the chapter key contacts. Each individual on the “to expire” list is then contacted personally by one of the key contacts or the Vice President for Membership. In addition, the Vice President for Membership should activate a membership recruitment/renewal table at all AFCEA monthly chapter meetings.

***Membership Promotion***—An effective membership promotion campaign is a three-pronged effort: personal contacts, letters and telephone calls. Some combination of the above is the most effective and should be conducted at least every two weeks. People will soon learn that the chapter is interested in them. Do not get discouraged; remember 80 percent of all sales are made by 20 percent of all salesmen after the fifth contact.

When preparing a prospective new member list, do not forget to include those companies or individuals that have dropped their memberships. This is important because the complex government/industry market may not be aware of the benefits of AFCEA membership potential and AFCEA is aggressively developing new programs and services to benefit members; lapsed members may be unaware of such new activities.

Life members and distinguished life members have a long history of support and contributions to AFCEA. They can be a valuable sounding board for chapter ideas and provide a wealth of thoughts and recommendations, based on their extensive experience, on how to make a chapter grow and flourish.

Invite prospective members to attend upcoming events as a guest to provide them an opportunity to see firsthand what benefits Association membership provides and to meet the other chapter members. Assign someone the duty of serving as host to make introductions and answer any questions the prospective members may have. Above all, ensure guests are adequately recognized.

## CHAPTER FOUR, MEETING ARRANGEMENTS

Holding an efficient and well-run meeting is a responsibility of the arrangements committee (sometimes referred to as the Entertainment Committee or as a part of the program committee or other committee as determined by the chapters). Although the scope of this committee varies from chapter to chapter, it normally includes the physical arrangements for chapter meetings and functions. The size of this committee should be determined by chapter needs. Some chapters may wish to structure the committee to make it responsible for a given effort or event, and others may include all members as part of a group endeavor.

*Duties*—The arrangements committee should begin its activities well before the first meeting of the chapter year. Action is required as soon as the program or appropriate committee has determined the program schedule and, if applicable, as soon as the Board of Directors has determined the meeting dates and sites.

Meeting sites should be selected with consideration for the convenience of the members and to augment the program. Confirmations for meeting place and date should be made in writing as early as possible. The range of menu selection, pricing and guarantee policies should be well investigated prior to making the decision for each meeting or function. Board of Directors approval may be required prior to actual booking of events. Consideration to board approved budget for each event must be adhered to.

### *Preparations for the Meeting*—

- Complete all arrangements for a meeting in advance. Arrange for the meeting room, food and beverage, taking into consideration religious dates, holidays, food restrictions and ease of access (especially if held on a military base).
- Preregistration of attendees helps determine the count and relieves day-of-meeting confusion.
- Submit the guarantees to the hotel or restaurant as previously agreed.
- Provide a list in advance at the main gate and/or Pass & ID for attendees if held on a military base.
- Designate one member of the committee to arrive at least one hour early to determine that all previous arrangements are in good order.

### *Outside the Meeting Room—*

- Provide proper facilities for checking or handling of hats and coats.
- Set up tables, chairs and equipment such as tickets, cash boxes for the ticket sellers and receipt book.
- Set up tables for registration and badges/name tags.
- Set up table(s) for promotion of AFCEA membership and activities.
- Display directional signage and/or appropriate information.

*Inside the Meeting Room—*Determine the speaker's equipment requirements and ensure that these are conveniently placed and in working order. In addition to the equipment required by the given speaker, also check the following routine items to ensure an orderly meeting:

- Determine seating arrangements for the head table, including the placement of name cards for each person, if used.
- Provide a lectern at the speaker's table or within the room with an operating light for use with narrative notes for movies and slides.
- Hang AFCEA Podium Banner and any Chapter Banners.
- Ensure the public address system is operational and place a microphone at the lectern and as otherwise needed.
- Position operational screens, projector stands and digital or standard projectors in the appropriate location. Secure a competent operator for projection equipment and also have an extra light bulb on hand for the projector. Be sure that a sufficient length of extension cord is available to reach from the equipment to the wall outlet. Also be sure the remote control cord is long enough to reach from the slide projector to the lectern. Predetermine where the light switches are and who is responsible for dimming the lights.
- Set the room up so that the white/blackboard, markers/chalk, eraser, easel and laser pointer are readily available.
- Provide ice water and glasses for the speaker.
- Monitor and adjust the thermostat for the right comfort level. This may require coordination with the facility's staff.
- Have all possible needs covered and arrangements made before members and their guests arrive.
- Report/document meetings/speaker in Chapter News in *SIGNAL* magazine (See chapter 6).



## 4.1 Policy for Chapter Hardware Shows, Exhibits and Seminars

AFCEA International Headquarters fully supports and encourages special educational activities that are in keeping with its stated objectives. The association compliments the initiative, drive and imagination of chapter leaders who have conducted many worthwhile, educationally oriented activities. These activities illuminate important areas for discussion and bring timely information on need and emerging technologies to Chapter members.

*Unclassified Chapter Events*—Each chapter planning a seminar, symposium, technical session, hardware/software exhibition, mini exhibit or similar activity must notify International Headquarters as soon as possible, but no later than 120 days prior to the event. This prior notification helps to ensure compliance with policy stated herein, to avoid conflicts of interest and scheduling with International or other chapter events and to allow adequate time for discussion of the event with the Director, Member and Chapter Support, [mcs@afcea.org](mailto:mcs@afcea.org). To the extent possible, priority exhibit space should be offered to corporations affiliated with the chapter and other companies in the local area who may not have the opportunity to participate in major AFCEA International events.

*Classified Chapter Events*—AFCEA’s security program is regulated by the Defense Investigative Service (DIS). AFCEA International Headquarters is responsible for ensuring all established rules and regulations are followed. Chapters planning a classified event must contact the Director, Member and Chapter Support, AFCEA International Headquarters ([mcs@afcea.org](mailto:mcs@afcea.org)), at least six months prior to the scheduled date of the classified event. The AFCEA Security Officer is available to assist in preliminary and follow-on special security requirements.

AFCEA’s mission is to encourage understanding among military, government, industry and academia and to promote efficiency in the fields of interest to AFCEA. To ensure that such functions conform to AFCEA’s stated purposes; chapters shall comply with policies outlined herein. Planners will use the following special activity checklist to ensure that appropriate safeguards are observed.

### 4.1.1 Special Activity Checklist

AFCEA International maintains three event related calendars. The calendars use three distribution formats, the AFCEA Website, SIGNAL Magazine, and printed matter. For more information on how to submit the chapter’s event information via the AFCEA Portal, see Chapter 6.10, AFCEA Calendars.

Notify International Headquarters and the Regional Vice President 120 days in advance of proposed date (six months for classified events), of the time and place of event and approximate audience expected. As an aid, use the Chapter Sponsored Events form at [Appendix 4-A](#). The direct benefits of this process are that AFCEA Headquarters will be able to offer expanded publicity for the chapter events through *SIGNAL* Magazine, SIGNAL Connections, AFCEA Calendars, and links to chapter websites via the member portal (see Chapter Six for detailed information on publicizing a chapter event). Additionally, AFCEA Headquarters can furnish technical advice, expert assistance, and financial guidance to ensure successful chapter events. Equally important, this will permit industry exhibitors to plan more efficiently for an active presence at chapter sponsored events.

**Obtain required permission from Installation Commanders if military facilities are to be used.**

**Notify host command or other authorities if senior military or civilian government officials, or other VIPs, are expected. Alert local representatives if senior corporate officials are to be present.**

**Whenever a commercial entity purchases tables, provides hospitality or underwrites other expenses, such as “green fees” for an event, ensure that appropriate government Standards of Conduct are followed. It is important that government guests be assigned to tables, etc., by the chapter on a random basis. Government personnel are severely restricted in what they may accept as a “gratuity” from a contractor, usually subject to dollar value limitations. Local interpretations of applicable ethics and standards of conduct regulations will define the limits on participation by Government personnel.**

**Inspect the premises where an event is to be held to determine that adequate fire and safety precautions are taken. Where equipment is to be displayed, ensure that proper protection against hazards is provided. Consult local directives regarding legal requirements for items such as insurance, union rules, contracts and taxes. AFCEA International has purchased a liability policy with the intent to cover Bodily Injury and Property Damage Claims as a result of a negligent situation occurring at a chapter meeting premise. Chapter officers and volunteers are specifically covered. The limit of coverage is \$1,000,000.00. AFCEA International Headquarters can assist in arranging additional liability or symposium insurance when appropriate. Additionally, for chapters located in the USA and Canada, AFCEA has been able to obtain Directors and Officers Liability Insurance coverage. The limit of the coverage is \$1,000,000 with a \$25,000 deductible. Each Chapter should determine if the above insurance coverage is sufficient for their event and if not they should make arrangements to obtain sufficient insurance.**

**Most special activities should be localized to benefit the chapter. Participants should be drawn primarily from local companies, bases and units. Exhibitors should be local companies or representatives of AFCEA corporate member companies. Please do not ask AFCEA corporate members to ship displays great distances for local shows. Nothing in this paragraph should be construed to mean that high level visitors, panelists, etc. should not be invited.**

**Local chapters that plan for and otherwise conduct a chapter hardware exhibit involving the logistical support and transportation of such exhibits should limit, but not exclude, participation by exhibitors to the designated AFCEA region in which the sponsoring chapter is located. This restriction does not apply to symposia, technical panels, seminars or other local chapter sponsored affairs not requiring logistical and transportation support normally associated with hardware exhibits.**

**Planners are encouraged to discuss their program with the Director, Member and Chapter Support, [mcs@afcea.org](mailto:mcs@afcea.org), at AFCEA International Headquarters to receive specific guidance on the successful conduct of the event.**

**Because AFCEA is a non-profit, education oriented association, large net revenues from special activities are inappropriate when not raised for the purposes of scholarship awards or other charitable endeavors. Chapters planning events to raise money for scholarship or charitable funds should clearly state that objective.**

Instructions and deadline information for the submission of publicity material to Headquarters for pre and post event coverage is found in Chapter Six.

Instructions to exhibitors for mini exhibits, hardware shows, etc. must emphasize that tax rules prohibit any selling during the exposition.

#### **4.1.2 Other Considerations**

- **Begin with the end clearly in mind by establishing the chapter's objective in holding an event. Once the objectives are clear, pick the theme, subjects and speakers.**
- **Establish the format and a revenue and expense budget that includes a fees structure.**
- **Event Planning Committees are encouraged to use the AFCEA Membership Portal Virtual Boardroom for the planning stages of an event. The Virtual Boardroom is available to all members through their membership profile in the Portal. Login screen is at [www.afcea.org/portal](http://www.afcea.org/portal). The Boardroom can be used to post messages as well as for live chat sessions. Tracking/virtual notes of postings is made easy via a "Download Messages" feature which tracks the name of the group, the name of the person posting the message, the date and time, and the text of the message.**
- **Decide if a local announcement or flyer is needed in addition to e-mail broadcasts that the chapter sends or to promotional material that has been forwarded to Headquarters. Concentrate on getting strong local attendance.**
- **Decide if courtesy or free invitations are to be extended from the chapter (not from industry). Make a list of those you want to extend these invitations to and assign someone to send them out, follow up and record responses. Make sure these costs are considered.**
- **Designate someone to keep accurate records of paid registrations. Ask for advanced registration from guests, but plan for on-site registration at an additional cost, if necessary.**
- **Designate someone to prepare a seating chart for each event. Special consideration should be given to VIPs, guests and sponsors.**
- **Coordinate speaker's subjects, time allocation, audio visual requirements and advance scripts (if any). Obtain written permission from all speakers to record or reuse their presentations in print, electronic or audio format.**
- **Prepare and follow a checklist on all of the above. Check and re-check all arrangements.**
- **Assign volunteers to check in guests and VIPs and issue name badges at the door.**
- **Select a good Master of Ceremonies. His or her job will be to welcome the audience, introduce the speakers, and keep the program on schedule.**
- **Prepare a list of questions to facilitate discussion following a guest lecturer's remarks.**
- **Prepare materials prior to event, providing for a check-in and a critique form for all attendees. Collect prior to dismissal.**

### **4.1.3 Multiple Day Events that include Exhibitors**

Determine in advance the number of days the event will run. Determine the dates for the events and then notify AFCEA International (see section 4.1.1.) Once dates are agreed upon locate a venue for the main event including exhibit hall space and book it.

The Board of Directors should designate an individual to serve as the Event Chairperson.

The Event Chairperson should report to the Board of Directors for approval of event plans and functions as the liaison between the Chapter and AFCEA International. The Event Chairperson should be responsible for forming and directing committees to assist with all aspects of the event. Committee functions include, separately or combined, but not limited to:

- **Treasurer/Budget:** This committee would work directly with the Treasurer of the Board of Directors to maintain the agreed upon budget, the acceptance of fees and donations, and any costs which may occur that require payment.
- **Protocol:** The committee Chair is the liaison between the Chapter and Local Government Agencies including local Commands that could be asked to participate in the event. This committee is responsible for developing a current list of Government and Military VIPs to be invited to attend or speak, for updating VIPs daybooks as required, and for assisting in obtaining Bios for VIPs who will be speakers. In addition, the Committee arranges for proper escorts and protocol for VIPs during their attendance at the event.
- **Program/Speaker:** Obtains/contacts/schedules speakers/panels that support the events theme and venue.
- **Master of Ceremonies (MC):** The Committee Chair is usually responsible for obtaining the MCs for all events, obtaining Bios of each Speaker to be introduced and training/instructing the MCs on their duties.
- **Event Components:** Each component of an event should have a committee that is responsible for it. This could be one committee responsible for all components or there could be several committees, each responsible for one or more components. Event components that could require a committee are, but not limited to, receptions, dinners, sporting events/tournaments, opening ceremonies, award ceremonies, recognition/gifts/awards and panels. Each Chapter will ultimately determine the number of committees that will assist with their event.
- **Seating Committee:** This Committee ensures that all VIPs are seated appropriately. If the Chapter has sold Corporate Tables the Committee could also be responsible for ensuring proper seating arrangements and table placements are provided.
- **Venue/Facility Committee:** The Committee Chair is the liaison between the event facility and the Chapter. The Committee should be responsible for ensuring that there will be adequate space available, adequate seating, proper access (including handicapped access), parking, availability of rooms, audio visual, sound requirements, refreshments, and meals.

- **Publicity Committee:** Responsible for providing local media coverage prior to, during and after the event. Additional responsibilities could include arranging for the event to be covered by a photographer and/or videographer, and/or showcasing the educational activities supported by the Chapter.
- **Sponsor Committee:** Responsible for obtaining sponsors to donate funds, services and/or prizes for the event.

*Special note for U.S. chapters:*

The Department of Defense (DoD) has specific rules applicable to U.S. chapters whenever DoD participation is desired.

Chapters need NOT request approval for events such as annual or monthly meetings of LOCAL chapters, commissions, or committees scheduled for locations outside the Washington D.C., metropolitan area when the expected DoD participation would be from local DoD agencies or offices. Events scheduled for the Washington, D.C., metropolitan area are not considered local due to the city's Seat-of-Government nature.

When a chapter wants to invite DoD personnel from outside the local area to an event, it is recommended the chapter submit the following information on each event for DoD review: composition and purpose of the sponsoring organization; details of the event, including dates, location, planned attendance, sources of attendees, costs to attendees; focus of the event. The sponsoring organization's assurance is required that it will be solely responsible for issuing invitations and assigning seats to DoD guests.

If DoD is able to approve the event or events, it will issue a statement to that effect. DoD recommends chapters use the statement shown below on its invitations to inform DoD personnel that the event is approved for participation. Actual participation by DoD personnel is ultimately determined by the individual's command, agency, or office. For planning purposes, the DoD approval statement would be similar to the following:

**“On reviewing the (specific association) proposal, the Department of Defense finds this event meets the standards for participation by DoD personnel under DoD instruction 5410.20 and DoD Standards of Conduct Directive 5500.7-R. This finding does not constitute DoD endorsement of attendance, which must be determined by each DoD component.”**

If Chapter leaders have questions as to whether a Chapter event or activity requires DoD approval, assistance is available from AFCEA International by contacting Chapter Support ([mcs@afcea.org](mailto:mcs@afcea.org))

Please use the draft letter and DoD checklist at [Appendix 4-B](#) and [Appendix 4-C](#) to apply for DoD approval. Chapters are authorized to secure the approval directly from the Office of the Assistant to the Secretary of Defense for Public Affairs. To obtain the name of the person to be addressed in the letter, contact the Office of the Assistant Secretary of Defense for Public Affairs at (703) 695-6108 or fax (703) 697-2577.

## **CHAPTER FIVE, INTERNATIONAL AWARDS PROGRAM**

### **5.1 Awards Program, General**

The AFCEA International Awards Program enjoys a significant reputation throughout the worldwide communications, electronics, intelligence and IT arena. The Program provides recognition in various forms, including prizes, trophies, plaques, certificates, and letters of commendation. The Program honors specific individual accomplishments, as well as overall Chapter efforts. In fact, it affords the best opportunity to recognize the hardworking, dedicated volunteers who form the backbone of the Chapter organization. A listing of awards and submission deadlines may be found at [Appendix 5-A](#).

### **5.2 Awards Committee**

The AFCEA International Awards Committee is constituted to review and select those persons and chapters meriting special recognition for their contributions to the goals and objectives of the Association. One Committee meets in the late fall to select the Distinguished Young AFCEAN's (DYA's), and one in the late spring to select the International Award winners.

### **5.3 Awards Criteria**

In general, all AFCEA International awards recognize specific contributions, developments or ideas which support the Policy and Objectives of the Association as described in Article II of the AFCEA International Bylaws.

### **5.4 International Awards**

#### **5.4.1 Distinguished Young AFCEAN (DYA), Emerging Leadership and Young AFCEAN Program Awards**

##### *NOMINATION FORM/AWARD CRITERIA*

Refer to the AFCEA Home Page – for nomination forms and criteria. <http://www.afcea.org/awards/membershipawards.html>  
Nomination packages will be e-mailed to all chapters and RVP's in early-September. The nomination forms are also available online.

### ***SUBMISSION DATE***

**General timetable for submission of nominations is approximately six weeks prior to AFCEA-USNI West.**

### ***SELECTION PROCESS***

**DYA's, Emerging Leadership Award Winners and Young AFCEAN Program Awards are selected by the AFCEA International Awards Committee in November, for presentation at the annual AFCEA-USNI Conference in San Diego. The Committee selects the Young AFCEAN of the Year from the DYA submissions.**

## **5.4.2 Other International Awards**

### **Selected by the Awards Committee:**

**Admiral Jon L. Boyes Medal for Distinguished Service to AFCEA**

**General James M. Rockwell AFCEAN of the Year Award**

**AFCEA Leadership Award**

**Medal of Merit**

**Meritorious Service Award**

**Harry C. Ingles Award**

**AFCEA Diversity Program Award**

### **Selected by the AFCEA Technical Committee:**

**Benjamin H. Oliver Gold Medal for Engineering**

**Meritorious Award for Engineering**

**The AFCEA Award for Excellence in Information Technology**

**Meritorious Award for Excellence in Information Technology**

### **Selected by the AFCEA Intelligence Committee:**

**Award for Distinguished Service to the Intelligence Community**

**Meritorious Service to the Intelligence Community**

## ***NOMINATION FORM/AWARD CRITERIA***

Refer to the AFCEA Home Page for nomination forms and criteria.  
<http://www.afcea.org/awards/membershipawards.html> Nomination packages will also be e-mailed to all chapters and RVP's in early-February.

## ***SUBMISSION DATE***

General timetable for submission of nominations is approximately six weeks prior to TechNet International.

## ***SELECTION PROCESS***

Award winners are selected by the AFCEA International Awards Committee approximately six weeks prior to TechNet, for presentation at TechNet International in Washington, DC.

### **5.4.3 Miscellaneous International Awards**

#### **AFCEA Award for Distinguished Service to Education**

The AFCEA Award for Distinguished Service to Education reinforces education as the Association's #1 priority, and recognizes outstanding contributions to education through a sustained and demonstrated commitment to the goals of the AFCEA Educational Foundation.

Nominations and selection are done by the Educational Foundation Board of Directors, in conjunction with the AFCEA Vice President for Education. (There are no nomination forms.) The award is presented at TechNet International in June in Washington, DC.

#### **W.J. "Sparky" Baird Award**

The Sparky Baird Award is presented to the author of the most outstanding article of the year published in *SIGNAL* Magazine. Selection is made by an independent panel of experts representing the technical disciplines of communications, electronics, intelligence and information systems. (There are no nomination forms.) The award is presented at TechNet International in June in Washington, DC.



## **5.5 Chapter Awards**

AFCEA International sponsors an awards and recognition program designed to honor Chapters for superior achievements.

### **5.5.1 Model Chapter of the Year Program**

The purpose of the Model Chapter Award is to strengthen the overall chapter structure and program of activities. In the late fall/early winter, Chapters receive notice of the program. To apply, Chapters must first establish a set of goals for the coming calendar year which are attainable, yet require some effort. These goals are then incorporated into a chapter plan, which must be submitted to AFCEA International, Member, Chapter, and Corporate Services, 4400 Fair Lakes Ct., Fairfax, VA, 22033, or FAX 703-631-6124, in February/March.

In February/March of the following year, all chapters enrolled in the Model Chapter Program will submit results of their efforts for review by their Regional Vice President and AFCEA Internationals Member, Chapter, and Corporate Services office. Model Chapters will be recognized at the spring annual meeting.

### **5.5.2 Albert J. Myer Award**

This award, named in honor of General Albert J. Myer, one of the founding fathers of AFCEA, recognizes chapters which excel in membership recruiting and retention. All chapters are automatically considered each year, with the winning results based on pure statistics; no nomination or application is necessary. To qualify, a chapter must have been chartered for at least one year prior to the evaluation period, and must have maintained the minimum number of members (25) required to retain its Chapter Charter. The period of consideration is January 1 – December 31 of two successive years.

Individual Member Recruiting awards will be presented to those chapters demonstrating the highest percentage increase in new individual members, Individual Member Retention awards recognize those chapters achieving the highest percentage of individual member retention, and Total Membership Growth awards will be presented to chapters with the highest net percentage growth in individual members. The most prestigious of the Albert J. Myer Awards is the Achievement Award, which recognizes all chapters meeting or exceeding the Association's established goals for both recruiting and retention (currently 20% and 70%, respectively).

The Myer Awards are presented each year at the spring annual meeting.

### **5.5.3 AFCEAN of the Month**

Each month one member of AFCEA is accorded the unique honor of being named AFCEAN of the Month. This award is open to any AFCEA member, and recognizes a strong and sustained commitment to the goals and objectives of the Association. There is no nomination form, but any member may nominate another member by delineating the nominee's qualifications, and then submitting that information to the Chapter Services Coordinator, AFCEA International, who will determine the winners. All nominations must be endorsed by the Chapter President or, in the case of nominations of Chapter Presidents, by the respective Regional Vice President.

Excellent AFCEAN of the Month narrative examples can be found in *SIGNAL* Magazine, which can be used as a guide. Chapters should submit nominations (approximately 300-400 words) along with an electronic photo via e-mail to the Chapter Services Coordinator, [mcs@afcea.org](mailto:mcs@afcea.org).

The AFCEAN of the Month will have his or her photograph and write-up printed in *SIGNAL* Magazine.

## **5.6 Certificates of Appreciation**

Special embossed blue and gold Certificates of Appreciation are available at a nominal charge from Member, Chapter and Corporate Services, AFCEA International, [mcs@afcea.org](mailto:mcs@afcea.org), for use by Regional Vice Presidents and Chapter Presidents in local recognition programs.

## CHAPTER SIX, PUBLICITY: A POSITIVE IMAGE

### *Overview*

What is publicity – and what isn't it? Publicity is a third party talking or writing about your Chapter in a public forum – for free. If you have to pay for it, it is advertising. Publicity is essentially getting a third party such as a newspaper or trade e-publication to draw (positive) attention to your Chapter's events or activities. With publicity you do not control the message or the delivery – but it is invaluable because you trade on the credibility of the third party (journalist, trade publication, broadcasting station) with an implied endorsement of your event. The benefit of advertising is that you control the message and the delivery, but the public knows you bought the endorsement. Finally, there is marketing, in which you draw positive attention to yourself, such as through mailings (especially mass e-mails), or the Chapter website.

Publicity doesn't just happen – in the majority of cases, a media article or news feature is the direct result of a public relations effort. A successful public relations effort entails a great deal more than notifying a media outlet via a phone call or press release that an event will be occurring – it entails ongoing planning and execution of your Chapter's marketing and publicity goals. It also requires an understanding of what is newsworthy in general – and what is newsworthy about your Chapter events. To be considered “news” there is typically public recognition (famous people or institutions, ties to the local community, a link to something already considered to be an issue), importance (timeliness, impact) and interest (an angle, whether it be human interest, accompanying audiovisuals or photographs, strong emotional tie-ins such as to particular national holidays, etc.).

Why do we care about publicity? With time, publicity can result in goodwill for your Chapter and for AFCEA International, as well as increased interest in your events. Individual press releases issued in advance of Chapter events can increase attendance. Marketing can have the same effect on event attendance, by capitalizing on tools such as AFCEA websites, *SIGNAL Magazine*, *SIGNAL Connections* and targeted mass e-mailings. With the advent of electronic media such as websites, portals, and e-mail, marketing that relies upon this technology has become extremely valuable. Electronic means is perhaps the most effective means of reaching both corporate members, who may not reside locally, and also local Chapter members. Corporate members often track individual chapter activities, and invite corporate members from other locations to attend. Creating and maintaining an extensive e-mail list of current and former Chapter members can facilitate contacting this audience. Adding to this list previous attendees of Chapter activities is very valuable, as it targets an audience that is more likely to be interested in your news than the general public.

It is imperative that the Publicity Chair for the Chapter be proactive in maintaining close and frequent contact with the Programs Chair and the various event chairs. Ideally a person will be designated with responsibility for the publicity aspects of each major Chapter event. It is important to work closely with the Chair of special events early on to define publicity goals and

objectives and helping to ensure those goals and objectives are being met before, during and after the event.

In this chapter, you will learn some of the tools and techniques that will assist your Chapter in leveraging electronic and traditional media to maintain a positive Chapter image and to stimulate interest in present and future Chapter functions. The first half of the chapter focuses on publicity, discussing press releases, photographs, and media outlets. The latter half of the chapter addresses marketing activities, including mass e-mails, Chapter and AFCEA International websites and portal, *SIGNAL* Magazine, *SIGNAL Connections* and AFCEA calendars. Advertising is not addressed in this chapter with the exception of a discussion as it relates to *SIGNAL*.

## 6.1 What to Publicize

- Regular chapter meetings
- Conferences/Symposia/Expositions
- Chapter Special Events (golf tournaments, dances, etc.)
- Charity events
- Chapter Projects (Science Teaching Tools, mentor programs, etc.)
- Awards and Scholarships
- Election of officers
- Chapter anniversaries
- Community events (e.g. Chapter members volunteering time at a local school, Science Fairs, etc.)

Although a printed story or broadcast about a specific meeting might not affect attendance at that particular meeting, it definitely helps Chapter recognition and attendance at other meetings. The cumulative effects of publicity help the local chapter as well as the entire AFCEA organization gain recognition.

## 6.2 Tips on Technique

Publicity planning involves considering the promotion potential of each chapter activity well in advance. Publicity should begin as soon as an idea for a chapter activity has been conceived, dates secured, and a venue selected. You will need to (1) get a press release out, (2) concisely describe what is newsworthy and important about the events in terms that draw favorable attention, and (3) follow-up your release with a personal telephone call. Because publications seek notices with broad appeal and do not have time to determine it for themselves, you have to spell out the appeal of the event. Some tips for great Chapter publicity:

- Get to know local editors and journalists.
- Chapters that are having prominent guest speakers at their meetings may have success in arranging for them to be interviewed by the news media.
- After the event, timing is critical. News should be provided as soon after it occurs as possible. For a late evening newscast, as with a morning newspaper, a telephone call might be your best approach. For the next afternoon's edition, a faxed or e-mailed story should be at the media office early in the morning.

- Whenever possible, obtain copies of the speaker’s text and distribute them to the news media. When sending information to trade publications, make sure that the release, photograph and speech text arrive prior to their closing dates, if possible, to ensure that the story will appear in the next edition.
- Keep copies of media coverage (newspaper clippings, TV coverage, etc.) – review them to see what angle the reporter used to cover your event. This will help promote future events.

## 6.3 Press Releases

Press releases are a key communication tool with all news media; but keep in mind that the typical media organization receives hundreds of press releases each day. Here are tips on crafting your press release. See [Appendix 6-A](#) for sample releases.

- Always obtain a speaker’s permission before including him or her in a press release.
- The words “press release” or “news release” should be apparent in the subject line or in the header of the release document.
- The name, telephone number and email address should be prominently displayed in the upper left corner of the release.
- Always include the date when the information can be published, e.g., “For Immediate Release August 12, 2005” or “For Release on August 29, 2005” or “Not To Be Released Before August 29, 2005.”
- Keep the release neatly typed/printed, double-spaced in 12pt font with a minimum of two inch (5cm) margins.
- Before writing the release, determine its objective (e.g., to increase attendance, to have media cover the event, to make the public aware).
- Use a headline but keep in mind that most media will use their own.
- The opening paragraph should provide the important details (who, what, where, when, why/how, theme). Use the “Inverted Pyramid” writing approach to a news story. Headlines / Important at top of the story with details at the bottom. A good release follows the rules of good writing: information should be complete; facts, names and background information are accurate; the story is brief without being terse.
- Include photographs with your release (see section 6.4).
- Good timing is key:
  - Pay attention to submission deadlines for each publication/media outlet to which the release is sent.
  - Local news media should have your information several days prior to the event.
  - TV Assignment Managers want releases the day before or the day of the event; coverage will depend on what is happening that day.
  - Follow up with key media (especially TV).
- Do your research before sending out the release – make sure it goes to the appropriate point of contact within each media organization.
- Note that some media organizations still prefer releases by fax; if that is the case and you have photos, note at the top of the release that photos are available.

### 6.3.1 U.S. Press Release Distribution

The Associated Press maintains a Daybook that is sent to the media every day to let them know what activities are taking place in their region. To submit your press release to the Daybook, go to [http://www.ap.org/pages/contact/contact\\_pr.html](http://www.ap.org/pages/contact/contact_pr.html) and click on the drop down list of bureaus to select the bureau nearest you.

News media outlets tend to look first at press releases from names or companies they know. If you have not established a relationship with the media outlet, it may be worth using a PR company with name recognition to distribute the press release to increase the chances of it being picked up.

There are companies who will distribute press releases for you at a cost: notably PR Newswire ([www.prnewswire.com](http://www.prnewswire.com)) and Eworldwire ([www.eworldwire.com](http://www.eworldwire.com))

## 6.4 Photographs

Photographs are a welcome addition to press releases and enhance your chance of coverage. A photograph frequently will be published in a local newspaper or industry publication when a straight story on the same subject might be ignored. The following are recommended guidelines for submitting photographs:

- **Action shots are preferable; examples include**
  - **Photos of the past conference/symposium/exposition**
  - **Key speakers making a speech or walking through the exposition**
- **If the guest speaker is a celebrity, having a photograph with that celebrity and a Chapter member will increase your chance of coverage**
- **Do not try to include too many people in the photograph (one to five subjects usually works well)**
- **Always include a caption with each photo. The caption should include full name, rank and branch of service or company affiliations – pay careful attention to spelling and proper military salutation(s). Identify figures in photographs as left or right, center, standing, etc.**
- **Do not submit photographs in which drinks are within view**
- **Black/white and color photos will work**
- **Editors prefer electronic photos (as an attachment within an e-mail), but do not attach large files (over 3mb) without asking the recipient first**
- **Electronic images should be at least 200 dots per inch (dpi) and should be in jpeg, gif, bmp or tiff format**
- **Electronic image file names should directly correspond to the captions**

## **6.5 Publications/Media**

### **6.5.1 Local Newspapers**

Local newspapers are more likely to cover your event than national media. To obtain a list of local media, contact the closest Chamber of Commerce or Convention and Visitor's Bureau or contact AFCEA's Public Relations Manager at [promo@afcea.org](mailto:promo@afcea.org).

### **6.5.2 U.S. Trade Publications**

Trade publications (defense/government/IT-specific magazines and newsletters) benefit greatly from Association events through speaker interviews, technology previews, and information. Although many US trade publications are based in the Washington, D.C. area, several have offices elsewhere in the U.S., and many will send their reporters to cover events outside of the D.C. area.

### **6.5.3 Radio and Television**

Local radio and television coverage can add great legitimacy to events. To pitch a story to the local radio or TV station, find an angle that will interest them (e.g., the exposition is full of technologies currently being used in the war on terrorism; the featured speaker has a local connection.) Follow up a faxed or e-mailed press release with a phone call to the Assignment Manager/Editor at the station.

Television stations may also be interested in covering an event the night before or the morning of the opening day – this can help boost attendance. Many stations have a “man about town” morning program that travels to different community events. Contact news stations at least two months in advance to arrange this coverage.

Radio stations may be interested in interviewing event speakers. Contact local talk radio stations to discuss opportunities.

Radio and television advertising can be very expensive; in addition this advertising is proven most effective when a campaign is conducted over a long period of time. However, in the U.S., many radio stations will run public service announcements (PSAs) for non-profit organizations. Contact a station sales representative to find out if this exists in your area. Check with local cable companies to see if they have a local cable channel that will include a free event notice or a PSA.

Beware of “pay for play” news programs in which companies have to pay to be included in a television news segment, which is then offered to news stations like CNBC, MSNBC, etc. Although these are legitimate groups, they often use expositions to solicit participants and they frustrate exhibitors.

## 6.6 Chapter Newsletters

Publishing a Chapter Newsletter provides another avenue to keep the membership informed of chapter activities and events. This is also a way to include the chapter members in featured stories. To have a successful newsletter the Executive Committee of the Chapter must commit to submitting write-ups to the publicity chair on a regular basis. Photos should be taken at chapter events to be included in the newsletter. A broadcast email is sent to the chapter members which either contains the newsletter or the link to the website which hosts the newsletter. Mailing a hard copy of the newsletter can also be effective, but experience has shown that such mailings may be subject to the whims of mail room personnel sorting out mail perceived as “junk.”

Ideas for sections of a chapter newsletter are as follows:

- President Letter – Highlights past and upcoming chapter events
- VP Letter – Discusses special projects that the chapter has under development. i.e., symposiums, training courses
- Small Business Spotlight – Highlights a small business that is active in the chapter
- AFCEAN of the Month – promotes a job well done by a chapter member.
- Education Corner – Discusses educational activities that the chapter is supporting
- Events Listing - Provides information to the AFCEA members about defense meetings in the upcoming month

## 6.7 Broadcast E-mails

Designated chapter officers have access to the list of chapter members and the information that its members have provided in their member profile via the AFCEA Portal Chapter Officers Interface. Many members have provided their e-mail address. Promotional e-mail for various chapter events can be designed and broadcast to the addresses in the chapter’s roster. See [Appendix 6-C](#) for criteria that a promotional e-mail broadcast must meet to stay compliant with AFCEA’s privacy policy, particularly the use of “opt out” lists.

## 6.8 Websites

A well-maintained website is crucial to doing business today. Use of both the local chapter website and the AFCEA International Portal provides the capability to reach a much broader target audience. Tips on website development are included in [Appendix 6-D](#).

### 6.8.1 AFCEA International Website

The content of the AFCEA International Home Page and Portal, [www.afcea.org](http://www.afcea.org), provides the most complete and up-to-date information about the Association. Contact and procedural information for the various features of the home page such as submitting calendar additions, chapter links, etc., is mentioned elsewhere in this handbook. The home page is arranged by menu entries that link to information for the Association’s benefits and offerings.



## 6.8.2 Chapter Websites

Chapters are encouraged to create their own unique websites. AFCEA Headquarters offers free website hosting to all chapters to include the following:

Features:

- 100MB web server storage space
- ftp protocol access for page/site maintenance
- html, php, asp, mysql, and perl languages are supported
- FrontPage extensions support
- CGI Support
- Host existing domain names - e.g., <http://chaptername.org>
- Use of AFCEA sub domain - e.g., <http://chaptername.afceachapter.org>
- Support e-mail forwarding for chapter's domain or sub domain
- Data backup and protection
- 24X7 monitoring for maximum uptime

Caveats:

- No coding or page design support
- SSL support only for <https://chaptername.afceachapter.org> domain

Contact [webmaster@afcea.org](mailto:webmaster@afcea.org) for additional information.

## 6.8.3 Other Websites (Calendars, etc.)

Many publications, including trade magazines and local newspapers, maintain on-line calendars of events. Most of these calendars accept submissions free of charge. For a list of trade magazine calendars, see [Appendix 6-E](#).

## 6.8.4 AFCEA Portal

Chapter links are provided through a member's profile in the AFCEA Portal. The chapter link from a member profile is dependent on the chapter affiliation of the member. The Portal login screen is found at [www.afceaportal.org](http://www.afceaportal.org). Login instructions are posted on the screen. The AFCEA Service Center can be contacted for login assistance at [service@afcea.org](mailto:service@afcea.org), 703-631-6158, or US toll free, 1-800-336-4583, ext. 6158.

## 6.9 SIGNAL Magazine

*SIGNAL* Magazine, published monthly, reaches the military, government, academic and industrial communities in the United States and 60 other countries and serves as a vehicle for the Association to inform and promote the interests of those in the IT fields. *SIGNAL* articles reflect the experience and technical expertise of recognized leaders.

### 6.9.1 Chapter News

The “Chapter News” section of *SIGNAL* covers the activities and programs of chapters worldwide. The professional aspects of programs and meetings should be emphasized as much as possible. When submitting Chapter News articles, be sure to include detailed information about the program as well as clear photographs with captions identifying persons by their full name, title, position and branch of service or company. The staff will use all pertinent material that is submitted, eliminating unclear, duplicate items, or information that exceeds the 150-word limit. The deadline for Chapter News material is the 20<sup>th</sup> of the month, two months prior to the publication date; for example, 20 May for publication in July. Chapter material should be sent to the assistant editor, *SIGNAL* Magazine, International Headquarters. [Appendix 6-F](#) contains complete instructions on submitting chapter news articles to the magazine. Additional information on submitting Chapter News is available on the *SIGNAL* home page: <http://www.afcea.org/signal/chapternews/>

## 6.9.2 Advertising in *SIGNAL* Magazine

Chapters can advertise their activities and events in *SIGNAL* Magazine in two ways: by purchasing advertising space or by taking advantage of the free advertisement that is made available on a space available basis.

### PAID ADVERTISING

Paid advertisements in *SIGNAL* Magazine contribute to the healthy financial status of the Association and keep readers informed about new products, services, technology and methodology. For information on advertising, contact *SIGNAL*'s advertising director at AFCEA International Headquarters at (703) 631-6181 or [advertising@afcea.org](mailto:advertising@afcea.org) or one of its worldwide advertising representatives as listed on the International calendar page of each month's issue of *SIGNAL* Magazine.

Chapter luncheons or meetings are an excellent opportunity to distribute flyers or other printed event promotional material.

Chapters wishing to place advertisements beyond the free package described below may do so on a paid basis at reduced advertising rates. Contact the Director of Advertising, [advertising@afcea.org](mailto:advertising@afcea.org), for details.

### FREE ADVERTISING

Chapters hosting special events, such as conferences or symposia, can also submit copy for a free advertisement in *SIGNAL*'s Chapter News column. For information, contact *SIGNAL*'s assistant editor, [chapnews@afcea.org](mailto:chapnews@afcea.org), (703) 631-6196.

If your chapter is holding a special event (i.e., a conference or symposium), you can publish a free 1/3 page black/white advertisement up to three times per year in the Chapter News section of *SIGNAL* Magazine, on a space-available basis. Advertisements do not have to run in consecutive months' issues.

It is very important to plan ahead as the magazine is prepared two months prior to the publication date. Advertisements must be received no later than the 20th of the month two months prior to publication date. See Chapter News Schedule for specific dates for each issue.

Chapters have three options for submitting information for free advertisements for the Chapter News section:

1. **Camera Ready**

Chapters can submit a camera-ready advertisement; the measurements are 27 1/2 picas across by 30 picas down, or 4-9/16 inches across by 5 inches down.

2. **On Disk**

The second option is to submit an advertisement on a Zip or CD. Submit any text, graphics or camera-ready artwork to the Chapter News Editor, who will forward all to the Art Director for in-house design.

3. **Via E-mail**

Advertisements may also be submitted via E-mail to [chapnews@afcea.org](mailto:chapnews@afcea.org). Simply type text into the E-mail memo or cut and paste it onto the E-mail screen. The text will be forwarded to the Art Director for in-house design. Complete advertisements may be sent as E-mail attachments.

Send free advertisement copy to:

*SIGNAL* Magazine  
Chapter News  
4400 Fair Lakes Court  
Fairfax, VA 22033-3899  
Telephone: (703) 631-6196  
Facsimile: (703) 631-6188  
[chapnews@afcea.org](mailto:chapnews@afcea.org).

### 6.9.3 **SIGNAL Magazine Issues**

Issues of *SIGNAL* are available from International Headquarters for promotional distribution at Chapter events. Request *SIGNAL* Magazines from the Member and Chapter Support Department at [mcs@afcea.org](mailto:mcs@afcea.org) using the form found at [Appendix 6-G](#). In order to assure availability, the request should be submitted at least 60 days prior to the desired delivery date.

### 6.9.4 **SIGNAL Connections – AFCEA’s Monthly E-Newsletter**

*SIGNAL* Connections is broadcast to the entire membership (members with current e-mail addresses in their profile) on the 15<sup>th</sup> of each month. AFCEA Chapters are encouraged to use Connections to remind their members of meetings and events through links to their chapter web sites. Access to the links will normally appear under the AFCEA “Topic” heading. To add your chapter to the link list, send the web address to the associate publisher, *SIGNAL* Connections, [SIGNAL@afcea.org](mailto:SIGNAL@afcea.org).

## 6.10 **AFCEA Calendars**

AFCEA International maintains three calendars.

- 1) Website calendar – available at <http://www.afcea.org/calendar/> - includes AFCEA International and Chapter events. The online calendar is searchable by keyword, location or venue. The calendar also supports download of event information directly into the Outlook vCard format.

- 2) **SIGNAL Magazine calendar** – includes AFCEA International events, Chapter events, and other defense/IT-related events (not sponsored by AFCEA). For an event to be included on this calendar it must be submitted by the 15<sup>th</sup> of the month two months prior to the publication date.
- 3) **Printed calendar** – distributed at various AFCEA International events - includes AFCEA International and Chapter events only.

“Events” refers to any Chapter activity, including but not limited to conferences, seminars, luncheons, etc.

AFCEA International has created an on-line calendar where chapter representatives may input information. This new calendar has a number of benefits:

- 1) Chapters may input their own events at any time.
- 2) When a website visitor goes to <http://www.afcea.org/calendar/calendar.jsp> they may search the calendar by organizer, event category, location, date, and keywords.
- 3) Any event posted to the website will be included in the website calendar, printed calendar, and SIGNAL Magazine calendar.\*

\* If received by the SIGNAL Magazine calendar deadline. For more information on SIGNAL deadlines, see Section 6.10 of the Chapter Officers’ Handbook.

#### **How to submit an event:**

The calendar submission form is available at <http://www.afcea.org/calendar/addevent.jsp>. After all information has been submitted, the information will be reviewed at AFCEA International before it is published. The review process will take one business day. For an explanation of calendar submission form fields, see [Appendix 6-H](#).

## **CHAPTER SEVEN, THE AFCEA EDUCATIONAL FOUNDATION**

The AFCEA Educational Foundation is an independent non-profit tax-exempt organization dedicated to providing educational opportunities for people engaged in communications, intelligence and information management, and fostering excellence in education, particularly in the disciplines related to these activities.

The goals of the Foundation focus on supporting the development of the current and future communications and electronics engineers, scientists, technicians and managers through selective scholarships, awards, grants, prizes and professional educational programs.

The scope of the Foundation's activities concentrates primarily within the United States and with U.S. military chapters outside the continental United States. Since 1997, international chapters have been eligible for funding. Chapters in the United Kingdom developed an educational program using AFCEA U.K. revenues and requirements as well as taking national charity laws into account. In 2005, AFCEA Europe unveiled an awards program for the region with funding support from the Educational Foundation. (Full details are listed at paragraph 7.5.)

[Note: The following paragraphs 7.1 through 7.3 are intended for U.S. chapters and those chapters located outside the United States in the vicinity of a Department of Defense Dependent School (DoDDS).]

### **7.1 Scholarships and Awards Program**

The Scholarships and Awards Program's goals are to assist, encourage and reward outstanding students studying in the technical or scientific fields related to AFCEA's activities. The program provides postgraduate fellowships, college ROTC and civilian scholarships, ROTC honor awards, high school science fair awards, science teaching tools awards, chapter initiative grants and prizes for excellence in service education and training institutions of the Army, Navy, Air Force, Marine Corps, Coast Guard and Merchant Marine. These scholarships, awards, grants and prizes recognize more than 2,000 young men and women every year for their academic excellence and leadership.

Chapter participation starts with chapter officers representing the AFCEA Educational Foundation in presenting scholarships and awards at the schools or institutions located in their areas. Chapter participation is an important part of this awards program.

Chapters also nominate students for the AFCEA High School Science Fair Award. Chapters should nominate local science fair winners for the national prize, which includes a monetary award and a trip for the winner and his/her family to the annual AFCEA International Convention (TechNet) in Washington, DC.

The Science Teaching Tools Award program is a joint effort between the AFCEA Educational Foundation and individual AFCEA chapters to promote effective science teaching and to enhance the abilities of capable teachers in elementary through secondary schools nationwide. The Foundation provides \$1,000 to a chapter to be used to support the laboratory experiments of a science teacher selected by the local chapter. Selection is based on teacher skills, potential to use the funds well and financial need. The local chapter disburses the funds as directed by the selected teachers. The money

is to be used for purchasing consumable materials to support experiments in the classroom. Chapters interested in participating in the program should contact the Director of the Scholarships and Awards Program at (703) 631-6149, or (800) 336-4583, ext. 6149.

The Chapter Initiatives grant programs awards funds annually to chapters for projects planned in addition to existing chapter educational or scholarship programs. All AFCEA chapters are eligible to submit proposals for these funds.

These scholarships, awards, grants and prizes are supported entirely by voluntary contributions. Each year, the Foundation solicits funds from AFCEA corporations, chapters and individual members to ensure the growth of the Scholarships and Awards Program. Many chapters support the program with generous contributions and by participating in these solicitation efforts as chapters and as individuals.

## **7.2 Chapter Educational Programs**

The AFCEA Educational Foundation encourages and assists chapters to establish their own educational programs directed at supporting their local community educational needs. Chapters should have Internal Revenue Service (IRS) Code 501(c)(3) status for their educational programs. The chapters' general financial affairs are conducted under Section 501(c)(6) of the IRS Code. By obtaining IRS 501(c)(3) status, chapters' educational programs are included under the Foundation's IRS group designation and all contributions to the chapter's educational program are deductible from the donor's federal income tax, personal or corporate. A donation to a chapter not possessing 501(c)(3) status cannot be claimed legally as a tax deduction regardless of the purpose of the donation. The 501(c)(3) status is important to donors and to chapters that solicit contributions.

To obtain 501(c)(3) status, chapters need to send completed SS-4 forms and authorization letters to the Foundation. The Foundation files applications for chapters, annually updates information required by IRS rulings and obtains tax-exempt status for additional chapters. Chapters interested in applying should contact the Director of Scholarships and Awards Program at (703) 631-6149 or (800) 336-4583 ext. 6149.

### **501(c)(3) Employer Identification Number (EIN)**

After granting the 501(c)(3) status, the IRS will assign a unique Employer Identification Number (EIN) to the chapter. This number is different and separate from the EIN for the chapter's 501(c)(6) status. Chapters should use the 501(c)(3) EIN when corresponding with IRS about their educational program activities. Generally, contributors to a tax exempt organization are not required to include the organization's 501(c)(3) EIN on their income tax returns; however, contributors who ask for a tax identification number in connection with making a contribution to the chapter's educational fund should be given the chapter's 501(c)(3) EIN.

### **Acknowledgment of Contributions**

Where a chapter has an Educational Fund, approved as a 501(c)(3) organization, all donations become tax deductible to the donors. The Tax Code requires charities to acknowledge donations of \$250 or more, substantiating the donation. Chapters should acknowledge each donation with a thank-you letter, postcard or computer-generated receipt, noting the amount donated. The donor should receive the acknowledgment no later than the date the donor actually files a return for the tax year in

which the contribution was made. The acknowledgment of the donation should include the following statement: "No goods or services were offered in exchange for or in recognition of your gift."

### **Maintaining 501(c)(3) Status**

1. The AFCEA Educational Foundation is a public charity as are the educational programs of the individual chapters under 501(c)(3) status. To maintain this status, chapters must comply with the following:
  - Separate accounts must be kept for educational program revenues and expenses to maintain qualification as a 501(c)(3) organization.
  - The chapter's association or general funds and educational funds must not be commingled. Expenses incurred by the educational program and contributions received must be kept in separate bookkeeping and banking accounts from expenses and revenues associated with the chapter's general association activities.
  - A chapter may not use contributions to the educational program to pay expenses for those association activities that are not related to the chapter's educational program.
  - A chapter can use association revenues to pay educational program expenses. These funds should be treated in bookkeeping accounts as contributions from the chapter or association to its educational program.
2. Where chapters have an educational account, the chapter's contributions to the AFCEA Educational Foundation should be made from their educational account [under 501(c)(3)] rather than from the chapter's association account governed by Section 501(c)(6).
3. Any account organized under Section 501(c)(3) with more than \$25,000 in gross receipts must file a Form 990 with the IRS. This filing is separate and distinct from the one for the chapter's association activities under 501(c)(6) status. If a chapter's educational fund has under \$25,000 in gross receipts and receives a Form 990 from the IRS, the chapter should return the form after checking the box marked "under 25,000."

### **Scholarship Criteria**

Any scholarship sponsored by the AFCEA Educational Foundation or chapters must meet the following conditions:

1. The scholarship must not be used as an inducement for joining or retaining membership in the parent organization.
2. The criteria for the scholarship must be such that the pool of eligible candidates will contain a reasonable number of applicants in order to ensure a competitive process.
3. Eligibility criteria for candidates applying for an AFCEA scholarship should require academic majors in the following or related fields: electrical, aerospace, systems or computer engineering; computer engineering technology; computer information systems; information

systems management; electronics engineering technology; computer science; physics; or mathematics.

### **Scholarship Promotion**

In an effort to increase the number of applications and improve the effectiveness of all AFCEA scholarship programs, the AFCEA Educational Foundation publishes all of the scholarships offered by AFCEA entities, national, regional and local in the December issue of *SIGNAL* each year. Chapters planning to award scholarships for the forthcoming year should provide information on their scholarships to the Foundation by the end of September each year. The information is also available and updated annually at the Foundation's website <http://www.afcea.org/education/scholarships>.

The Foundation is a resource for the chapters. and can provide assistance in the following areas:

- Provide information on setting up local educational programs.
- Advise on criteria for applications and selection processes.
- Publicize chapters' local programs and share ideas and experiences. The Foundation publishes information about chapters' educational programs in its monthly *Education News* newsletter and *SIGNAL's eConnections*.
- Provide free customized certificates for chapters to present to students as science fair awards, local recognition, or along with scholarships and prizes.
- Cooperate with chapters in establishing award programs. Chapters can develop award programs designed for their community using the Foundation's award materials and mechanisms.

The Educational Foundation actively seeks to partner with chapters located in areas that have military education training activities related to communications, intelligence and information management systems. The services' education and training commanders are supportive of AFCEA's efforts to provide recognition to honor graduates of the various courses of instruction. The awards presented range from inscribed certificates to engraved mantle clocks, the value of each corresponding to the degree of difficulty of the courses. Enlisted, officer, operational, technical and maintenance courses are included in this program. Wherever possible, the Educational Foundation offers to help establish award criteria and levels to ensure fair degrees of comparability. The Educational Foundation provides the materials for awards to achieve economies of scale. Chapters identify schools where awards are appropriate, present awards in whatever ceremony the military commander selects and often subsidize the costs of the awards. These costs are modest. Chapters interested in getting involved in these awards should contact the Vice President and Executive Director, AFCEA Educational Foundation, at (703) 631-6141, or (800) 336-4583, ext. 6141.

The Chapters' educational programs are closely related to the Scholarships and Awards program of the Foundation. Each, with a different scope, is devoted to promoting excellence in education. The cooperation between the centrally managed program and local efforts furthers AFCEA International's objective in promoting education in a synergistic way.



## **7.3 SUPPORT FOR CHAPTER EDUCATIONAL PROGRAMS**

Chapters in the United States and chapters outside the United States that are in the vicinity of a U.S. Department of Defense Dependents School are eligible for and encouraged to use the Science Teachers Tools and Science Fair Awards described below.

All chapters, regardless of location, membership or nationality, may compete for the funds available for Chapter Initiative Grants.

### **SCIENCE TEACHING TOOLS AWARD**

This program is a joint effort between The AFCEA Educational Foundation and individual AFCEA chapters to promote effective science teaching and to enhance the abilities of capable teachers in secondary schools in the United States. The AFCEA Educational Foundation will provide \$1,000 for a high school, junior high school or elementary school science teacher to purchase consumable supplies and/or equipment that would augment science and technology experiments and activities in the classroom. Science programs in the fields of information technology, physics, engineering, and related subjects should be selected whenever possible.

#### **Guidelines:**

- 1. An individual AFCEA chapter selects one high school, junior high school or elementary school science teacher in its local community. Teachers working in schools that are poorly supported and/or with economically disadvantaged students are to be considered first. The awards are not limited to public schools.**
- 2. Selection should be based on the teacher's skills, potential to use the funds well, impact on the school and/or community and financial need. The method of selection is at the discretion of the individual chapter.**
- 3. The AFCEA Educational Foundation will provide \$1,000 per school year per teacher. Except in unusual circumstances, the award is not renewable to the same teacher or school. Chapters are encouraged to augment this program by providing additional funds should their local means allow and multiply the number of awards. Chapters should aim to make a substantial impact in one location rather than a wide dispersion of funds.**
- 4. Each participating chapter will receive \$1,000 from the Educational Foundation in September for the school year commencing that fall. The money is to be held or overseen by an AFCEAN but disbursed as directed by the selected teachers. The funds should be used for consumable materials or other equipment that would support experiments and activities in science and/or technology education.**
- 5. In December each year, participating chapters should submit a short (1 page) statement to The AFCEA Educational Foundation that includes the following:**
  - Name of the selected science teacher(s)**
  - Name of the school(s)**

- **Statement of how the money has been spent**
- **Amount of chapter funds contributed, if any**
- **Evaluation of impact, i.e., approximate number of students affected**
- **Chapter contact's name, phone number and email**
- **Confirmation of chapter's continued participation**

## **SCIENCE FAIR AWARDS**

**Many chapters provide judges for local high school science fairs in the areas of telecommunications and information management projects. The Educational Foundation sponsors an annual National Science Fair Award that recognizes exceptional work in projects related to communications, mathematics, and related scientific fields in the United States. Entries are solicited from every United States chapter.**

**The winner of this competition receives a trip to Washington, D.C. to attend TechNet International. The winner's expenses and those of his or her parents are paid in full and a cash prize of \$1,000 is awarded. EVERY ENTRANT RECEIVES RECOGNITION AND A CASH PRIZE.**

**Entries must reach AFCEA by the deadline date (determined each year and communicated to chapters in January) in order to permit judging and planning of the winner's trip to TechNet International. Instructions and entry forms can be obtained from the Director, Scholarships and Awards at (703) 631-6149, [scholarship@afcea.org](mailto:scholarship@afcea.org), or from the web site, [www.afcea.org/education/scholarships](http://www.afcea.org/education/scholarships). All entries must be accompanied by a videotape that shows the student explaining his or her project. Nomination forms must include acknowledgment and release forms. Forms may be submitted by e-mail, fax, or mail.**

## **CHAPTER INITIATIVE SUPPORT**

**The Educational Foundation provides funds to assist individual chapters to conduct educational programs in their communities. These Initiative Grants are intended to fund projects planned in addition to existing chapter educational or scholarship programs. In 2005, the Educational Foundation's Board of Directors approved \$50,250 for distribution among twenty-eight programs sponsored by twenty chapters, including five international chapters.**

**The Educational Foundation Board of Directors judge the chapters' proposals. This is a competitive process. Chapter involvement in both personnel and money weigh heavily in the final judgment. Chapters are encouraged to include a plan to leverage the funds provided by the Foundation.**

Proposals can be submitted in any convenient format and should include an outline of the project and background information. Factors used in judging the comparative worth of the proposals include the following:

- Impact
- Enduring quality
- Target audience(s)
- Chapter participation (financial and personnel)
- Relationship to AFCEA's field of endeavor

Deadline for submission is 1 December each year. All Chapters are eligible to compete for these funds.

## **7.4 Professional Development Center (PDC) and Professional Development Europe (PDE)**

The Professional Development Center offers AFCEA members and other professionals in the communications, intelligence and information management systems fields a mechanism to learn about the military's perceived needs and about the technical capabilities of the community through formal instruction and informal interaction in an educational environment.

The Professional Development Center attempts not to duplicate other sources of education and training but rather to offer unique instruction and interaction by providing:

- A neutral ground where military, government civilian employees and private industry gather as a peer group
- Quality instruction at economical cost
- A classified forum (as required)

Two to four times each year the Professional Development Center publishes its brochure listing the courses that will be conducted in the succeeding months. This brochure is sent to every AFCEA member. Should additional copies be needed or should there be institutions or organizations that the chapter would like added to this distribution, the chapter should call the Director of the Professional Development Center, (703) 631-6135, or (800) 336-4583, ext. 6135. This information is published in *SIGNAL* magazine and can also be found on the AFCEA Home Page – <http://www.afcea.org/education/>.

Professional Development Center courses usually are conducted at the AFCEA International Headquarters, Fairfax, Virginia. Most courses of instruction can be conducted wherever adequate facilities and sufficient students are available.

Any chapter that would like to sponsor a PDC course of instruction locally is invited to direct inquiries to the Director of the Professional Development Center at (703) 631-6135, or (800) 336-4583, ext. 6135.

AFCEA Europe has launched a parallel activity under the title Professional Development Europe (PDE). The PDE provides similar professional development training as the PDC's but with a strong emphasis on how to do business with NATO. Details of the services offered can be found by following the links from the AFCEA Europe webpage, [http://www.afceaeurope.org/html/prof\\_development.html](http://www.afceaeurope.org/html/prof_development.html)

## 7.5 AFCEA Europe Education Initiatives

AFCEA Europe administers two programs that reflect the Educational Foundation's activities:

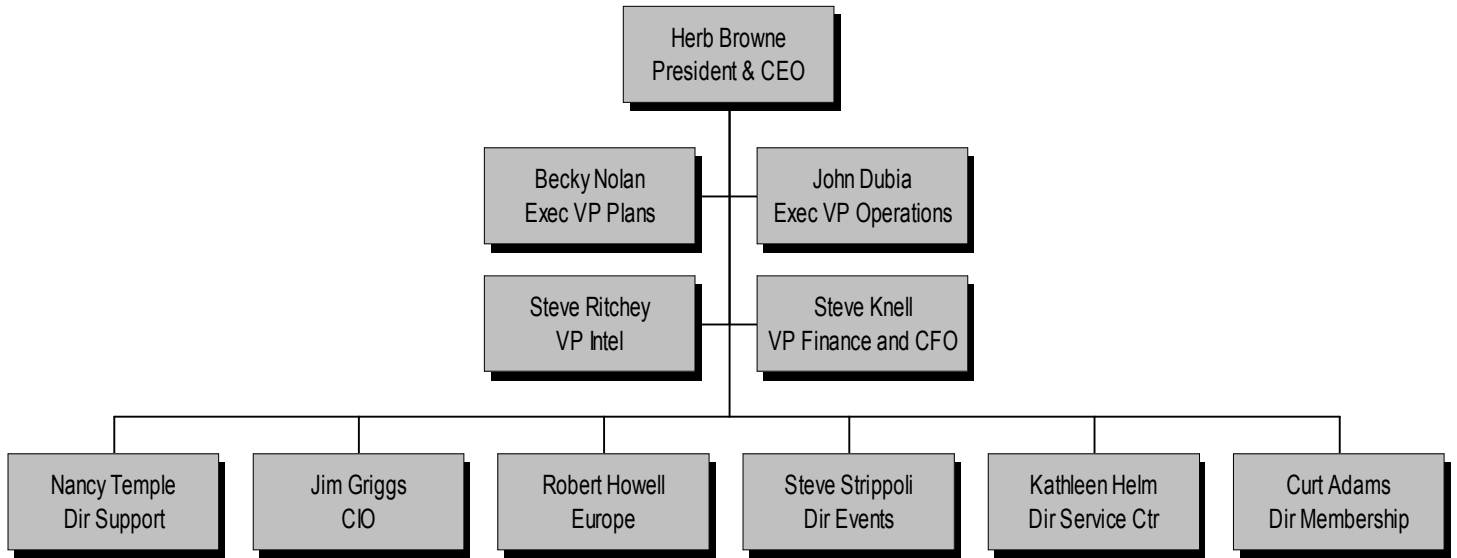
- Scholarship awards program
- Undergraduate award for European excellence in a scientific project

Funding support for these programs is provided by the Educational Foundation. Details can be found on the AFCEA Europe website [http://www.afceaeurope.org/html/education\\_awards.html](http://www.afceaeurope.org/html/education_awards.html) Links to the program's guidelines are provided on the Educational Foundation website [www.afcea.org/education/scholarships](http://www.afcea.org/education/scholarships)

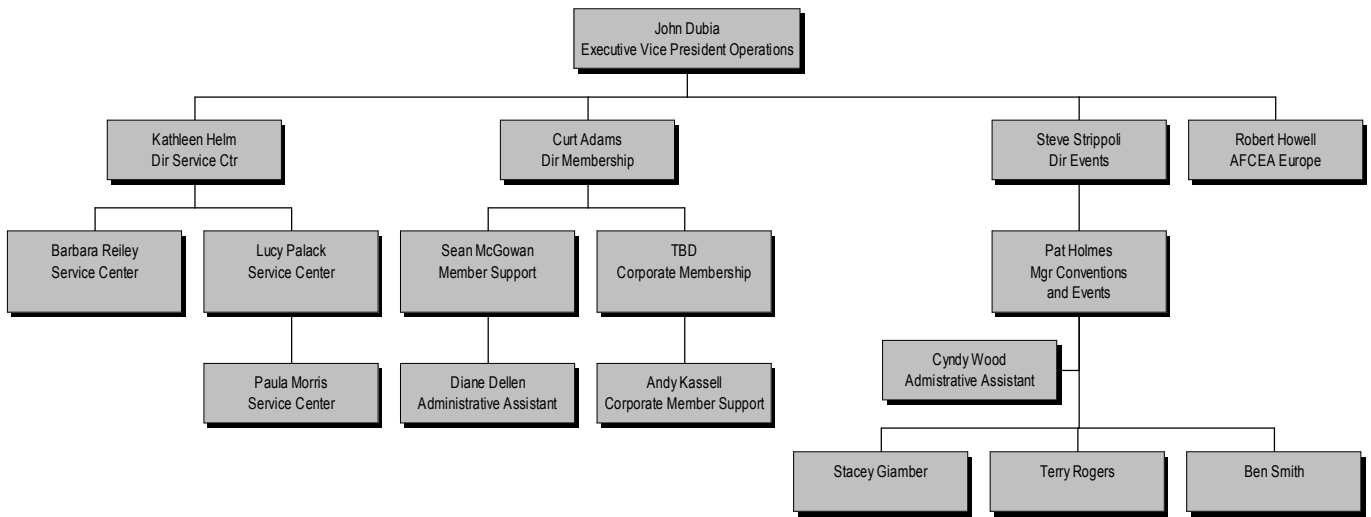
# APPENDICES

## APPENDIX 1-A, AFCEA Organizational Charts

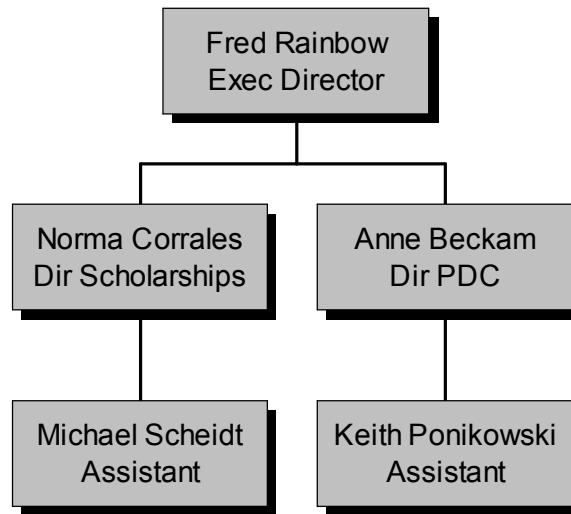
### AFCEA International Senior Staff



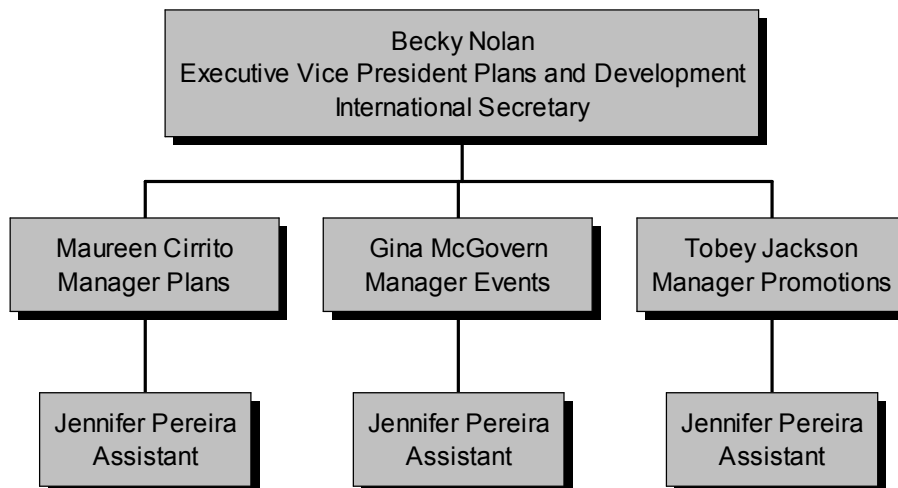
# AFCEA Operations



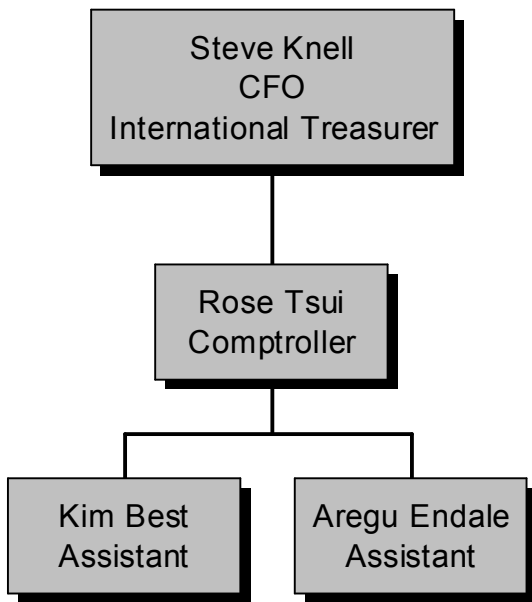
# AFCEA Education



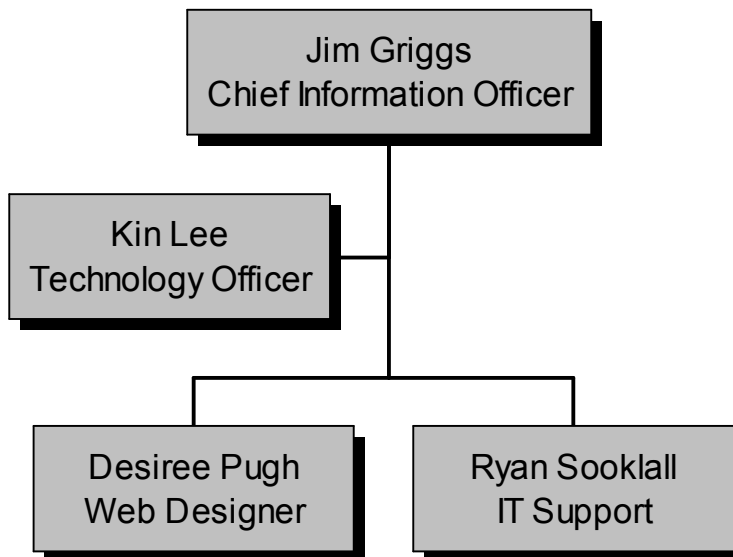
# AFCEA Planning and Development



# AFCEA Finance

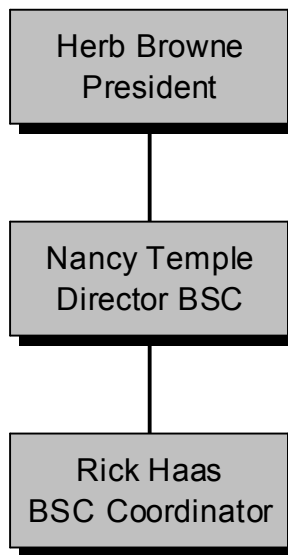


# AFCEA Information Technology

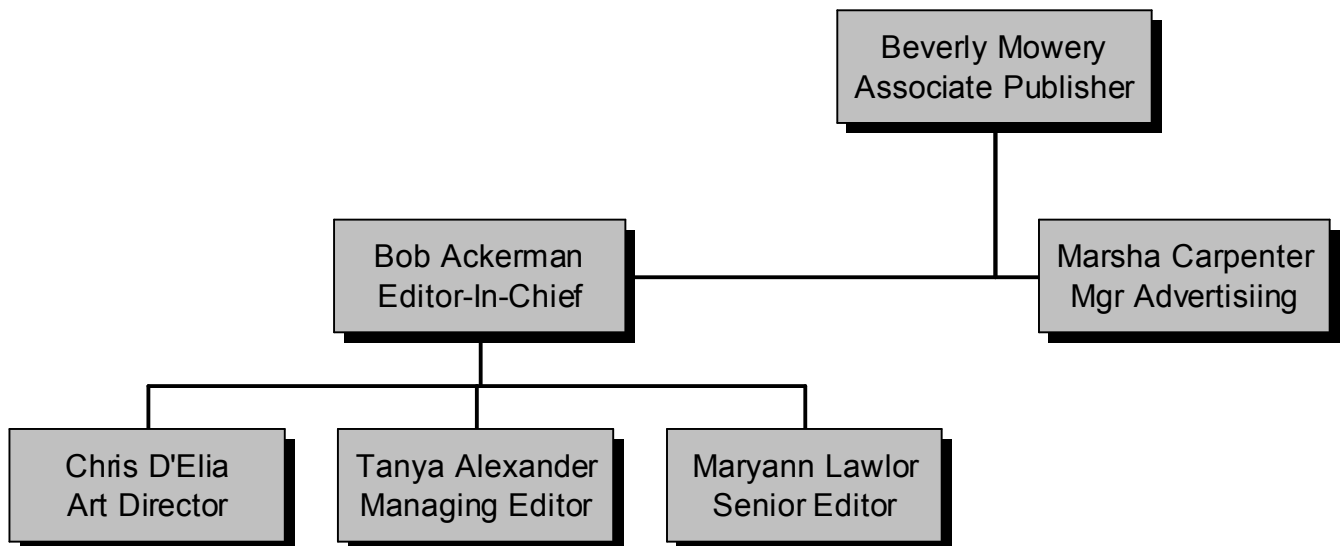




# AFCEA BSC



# AFCEA Publishing



## APPENDIX 1-B, AFCEA Contacts and Websites

### AFCEA ONLINE

AFCEA Home: [www.afcea.org](http://www.afcea.org)  
SIGNAL Home: [www.afcea.org/signal](http://www.afcea.org/signal)  
SIGNAL Connections: [www.afcea.org/signalconnections](http://www.afcea.org/signalconnections)

### AFCEA TELEPHONE

AFCEA International Main Number: (703) 631-6100, Toll Free US: 800-336-4583  
AFCEA Europe: + 32 (2) 705-2731  
AFCEA Canada: (613) 563-0260  
Advertising: (703) 631-6181  
Customer Service Center: (703) 631-6158  
Educational Foundation: (703) 631-6147  
Intelligence: (703) 631-6250  
Membership, Corporate: (703) 631-6150  
Membership, Individual: (703) 631-6158  
Professional Development Center: (703) 631-6135  
Programs: (703) 631-6170  
Promotion/Public Affairs: (703) 631-6189  
SIGNAL Editorial: (703) 631-6192  
Subscriptions: (703) 631-6158

### AFCEA E-MAIL

Advertising: [advertising@afcea.org](mailto:advertising@afcea.org)  
AFCEA Europe: [europe@afcea.org](mailto:europe@afcea.org)  
AFCEA Canada: [GM@afcea.ca](mailto:GM@afcea.ca)  
Corporate Membership: [corp-mbr@afcea.org](mailto:corp-mbr@afcea.org)  
Customer Service Center: [service@afcea.org](mailto:service@afcea.org)  
Educational Foundation: [edfoundation@afcea.org](mailto:edfoundation@afcea.org)  
Finance: [finance@afcea.org](mailto:finance@afcea.org)  
Intelligence: [intel@afcea.org](mailto:intel@afcea.org)  
Member and Chapter Services: [mcs@afcea.org](mailto:mcs@afcea.org)  
Operations: [operations@afcea.org](mailto:operations@afcea.org)  
Plans and Development: [plans@afcea.org](mailto:plans@afcea.org)  
Press Release Submissions: [signalnews@afcea.org](mailto:signalnews@afcea.org)  
Professional Development Center: [pdc@afcea.org](mailto:pdc@afcea.org)  
Programs: [events@afcea.org](mailto:events@afcea.org)  
Promotion/Public Affairs: [promo@afcea.org](mailto:promo@afcea.org)  
Scholarships and Awards: [scholarship@afcea.org](mailto:scholarship@afcea.org)  
SIGNAL: [signal@afcea.org](mailto:signal@afcea.org)  
Webmaster: [webmaster@afcea.org](mailto:webmaster@afcea.org)

# APPENDIX 2-A, Application for Chapter Charter



AFCEA INTERNATIONAL  
4400 Fair Lakes Court · Fairfax, Virginia 22033-3899, USA  
Telephone (U.S.) 703-631-6100 · (International) 001-703-631-6100  
Toll-Free Telephone (U.S. only) 800-336-4583  
Facsimile (U.S.) 703-631-6124 · (International) 001-703-631-6124  
E-mail: [mcs@afcea.org](mailto:mcs@afcea.org)  
Home Page: <http://www.afcea.org>

## APPLICATION FOR CHARTER

Date \_\_\_\_\_

We, the undersigned members of or applications for membership in AFCEA International, all being residents of or located in \_\_\_\_\_ and vicinity, desiring to form a local Chapter of said Association at \_\_\_\_\_ do hereby make application to the President/CEO of AFCEA International for the requisite authority, certifying and agreeing as follows:

### ARTICLE I

The name of this Chapter shall be the AFCEA \_\_\_\_\_ Chapter.

### ARTICLE II

The bylaws of this Chapter will be forwarded for the approval and acceptance of the President/CEO of the Association.

### ARTICLE III

The officers (or temporary officers) selected by us and constituting the interim leaders of this Chapter are:

\_\_\_\_\_ **President**  
\_\_\_\_\_ **1<sup>st</sup> Vice President**  
\_\_\_\_\_ **2<sup>nd</sup> Vice President**  
\_\_\_\_\_ **Secretary**  
\_\_\_\_\_ **Treasurer**

The Association for Communications, Electronics, Intelligence and Information Systems Professionals, and Publisher of SIGNAL Magazine

ARTICLE IV

We understand and agree for ourselves and for this Chapter as an association, to abide by the Bylaws of AFCEA International and all regular and lawful directions received by us from the President/CEO of the Association.

\_\_\_\_\_  
**PRESIDENT** NAME (PRINT) ADDRESS

\_\_\_\_\_  
SIGNATURE ZIP CODE

\_\_\_\_\_  
**1<sup>ST</sup> VICE PRESIDENT** NAME (PRINT) ADDRESS

\_\_\_\_\_  
SIGNATURE ZIP CODE

\_\_\_\_\_  
**2<sup>ND</sup> VICE PRESIDENT** NAME (PRINT) ADDRESS

\_\_\_\_\_  
SIGNATURE ZIP CODE

\_\_\_\_\_  
**SECRETARY** NAME (PRINT) ADDRESS

\_\_\_\_\_  
SIGNATURE ZIP CODE

\_\_\_\_\_  
**TREASURER** NAME (PRINT) ADDRESS

\_\_\_\_\_  
SIGNATURE ZIP CODE

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SIGNATURE ZIP CODE

Received, approved and charter granted at Washington, DC, this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

AFCEA INTERNATIONAL

By \_\_\_\_\_  
PRESIDENT/CEO, AFCEA INTERNATIONAL



## **APPENDIX 2-B, Sample Script for Installation of Officers**

**The following format and language are suggested for the Installing Official: (Installing Officer goes to the podium and sets the tone for the installation)—**

**“One of the most interesting, challenging and rewarding experiences is the assumption of a leadership role in a professional association like AFCEA. It provides an effective venue for the exchange of ideas between the government, industry, academia and among individuals. AFCEA brings people involved in communications, electronics, computers, command and control, intelligence and information management together so that they may share and exchange ideas, skills and requirements and may share in technology and experience.**

**“To fulfill its purpose, AFCEA needs dedicated, conscientious and professional leaders. Our Association calls upon men and women of the highest ethical standards, professional skills and human understanding. Their awareness of the great opportunities their country holds for all its people is a reason for their service in this chapter. During the past year, you have been fortunate to have such leadership. I would like you to join me in honoring the outgoing officers with a round of applause (retiring officers rise).**

**“Will the President and his/her new officers please join me at the podium... (pause). Raise your right hand and repeat after me: I do affirm that I will support the Standards of Conduct and the objectives of AFCEA International and that I will serve the chapter to the best of my abilities.**

**“Thank you, Mr./Madam President—and officers—I know that you will do well—your nation and yourselves will benefit.”**

# APPENDIX 3-A, Guidance for the Membership Secretaries of AFCEA's European Chapters

(Revised June 2005)

## I. Introduction

Dealing with 19 different languages, 22 different countries and 36 chapters creates a range of challenges that defy the application of a standard set of administrative procedures, more readily achievable among the U.S. Chapters. AFCEA International has therefore established a European Office that, among its many other functions, is available to act as a first line of response when European membership questions arise.

The European Office deals routinely with the AFCEA International Service Centre. The Service Centre accesses an automated database using a commercially adapted Association Management Software (AMS) and Portal software packages. The European Office has access to consult the AFCEA International membership database and to download data.

## II. General: Invoicing

a. Individual memberships: Renewal Invoices are issued by AFCEA International and are, as a general rule, sent directly to members. In cases where a chapter is taking on the invoicing of its members, the invoices will be sent in monthly batches to the designated chapter board member.

b. Corporate Memberships: Invoices for the renewal of corporate memberships (including printout of the current membership) are sent electronically in monthly batches to the AFCEA Europe office. As a general rule AFCEA Europe mails these out directly to corporate contacts with a cover letter giving various payment options. In cases where a chapter is involved in the invoicing of corporate members and collection of funds, AFCEA Europe will send the invoices to the designated chapter board member.

## III. Procedure for the Registration of New Individual Members and Renewals

Individual members may join or renew in any one of the following ways:

- By using the on-line procedure at [www.afcea.org/membership/](http://www.afcea.org/membership/)
- By filling in a paper application form developed locally at individual European AFCEA chapters.
- Through the AFCEA Europe office or at regional AFCEA events.

These three methods are now discussed in further detail to allow individual membership secretaries to offer guidance to potential members as to the most appropriate method for joining or renewing.

a. Using the on-line procedure.

**Those joining or renewing on-line will deal directly with the AFCEA International Service Centre in Fairfax, Virginia. Chapters will be informed of new members joining on-line through the Chapter Officers Interface available to designated chapter officers via the officer's record in the AFCEA Membership Portal, [www.afcea.org/portal/](http://www.afcea.org/portal/) (Appendic 3-C) Renewals will appear in the same way. It is important to note that if a local chapter decides to apply a local surcharge to the published AFCEA membership dues then this method cannot be used.**

b. Through the local chapter

Local Chapters may develop their own local forms for membership. For various reasons these forms are not standard as chapters apply local rules, such as additional subscriptions for Chapter funding, national requirements to provide extra information or national taxation requirements. However, the chapter forms must, as a minimum, contain all the information required by AFCEA International (including the Business Publication Audit ('BPA') statistics.)

Each Chapter should have a nominated membership secretary, though this volunteer function may be combined with other chapter roles, particularly among the smaller chapters. English is not always a chapter's first language and experience has shown that this leads to a wide diversity in the accuracy of the completion of the forms. The European office is well placed to act as interpreter. This role allows many initial mistakes to be corrected, or missing information to be added, before submission to the Service Centre staff in Fairfax.

The following procedure should be adopted by the local membership secretary for those joining or renewing through a local chapter or sub-chapter:

- New memberships and renewals (for which payment has been duly received on the chapter account) are to be forwarded monthly (as a minimum) to AFCEA's European Office. For new memberships, a completed application form must be provided. For renewals, the name of the individual, address, membership number, length of membership (1-year, 3-year or life membership) and BPA statistics may be supplied by fax, e-mail or ordinary mail, although a completed membership form is always preferred.

- Payment of membership dues by chapters to AFCEA Europe may be deferred to avoid the time consuming and costly procedure of transferring funds with each batch of memberships. In this case AFCEA Europe will invoice the chapter twice a year. Any finders fees and/or rebates owed to the chapter for the recruitment of corporate memberships will be paid out by AFCEA Europe at the same time (see 'Corporate Memberships' below). A detailed account will be provided by the AFCEA Europe office.

- Payments will preferably be made by bank transfer (wire transfer) and can be made in EUROS. Chapters should ensure that AFCEA Europe has the correct and up to date banking information (official address of the chapter, name and address of bank and, IBAN (International Bank Account Number) and BIC (SWIFT) code for those countries that are part of the IBAN System).

- Payments may also be made by credit card. The AFCEA Europe office will simply process the payment and no charge made to the chapter.

c. Through the AFCEA Europe office or at AFCEA events.

In this case the form and accompanying payment, which may be by credit card, will be provided by individuals directly to AFCEA Europe. Chapters will be advised in the usual manner through the roster in the Chapter Officers Interface.

The Chapter Membership Secretary should check the membership roster against local records. Any memberships that appear to be missing from the roster should first be reported to AFCEA Europe so that a check can be made on whether the membership was received and forwarded to the Service Centre.

Chapter Presidents and Secretaries (or other officers such as the Membership Secretary or the Treasurer, if the chapter so wishes) may access their chapter membership records via their personal membership record on the Portal. Access to the Portal is simple: enter your 8-digit member number as user id and your last name (all in lower case) as password. Your password may be changed at any time. Select 'Chapter Officers Homepage' and you will then be able to consult and download information (such as your chapter membership roster in Excel, for example).

Any errors in addresses or spelling may also be forwarded directly to the Service Centre for correction, although the European office is always available to assist in this process and will forward any queries to the Service Centre without delay.

#### **IV. Corporate Memberships**

**Corporate members may join or renew in the following ways:**

- Using the on-line procedure via the AFCEA International web site ([www.afcea.org/sponsors](http://www.afcea.org/sponsors) for joining and [www.afcea.org/portal](http://www.afcea.org/portal) for renewing)..
- By filling in the paper application forms available at individual European AFCEA chapters.
- Through the AFCEA office or at AFCEA events.

As with individual memberships, chapters may wish to use their own Corporate Application forms but these must contain all the information required by AFCEA International (including the Business Publication Audit ('BPA') statistics).

Corporate Membership fees may be collected by chapters in their local currency. It must be noted however that, because of the large amounts involved, corporate dues must be forwarded to AFCEA Europe with the corporate application form.

A finder's fee of 50% is granted for each corporate recruited by a chapter. A first payment of 25% is paid when the company joins. The second payment is given when the company renews the second year. To obtain the finders' fees chapters should clearly identify their involvement in the recruitment of the company by filling in the chapter name on the application form or by advising the AFCEA Europe office. AFCEA Europe pays out finders' fees to chapters twice a year.

The assistance of chapters in ensuring that a company's details are kept up-to-date is critical. Changes in company names, addresses, point of contact, or in the list of eligible members must be sent to AFCEA Europe promptly so that the AFCEA Service Centre can update their records. Failure to do this will result in members not receiving SIGNAL Magazine. Company POCs can also make certain changes to their list of sponsored members via the POC's own membership record in the member Portal. Changes to details of corporate sponsored individuals may be made by the individuals themselves via their own membership record in the Portal, however because associate dues are paid by the sponsor, the changes to the profile details are limited.

When paying through the AFCEA office or at AFCEA events the form and payment will be provided directly to AFCEA Europe. Chapters will be advised in the usual manner through the monthly roster.

The assistance of chapters in encouraging the timely renewal of memberships is much appreciated.

# APPENDIX 3-B, Format for Chapter Annual Report

## CHAPTER ANNUAL REPORT FOR 20xx

Please complete and return this form by March 1, 20xx.

Form can be e-mailed ([mcs@afcea.org](mailto:mcs@afcea.org)), faxed (703/631-6124) or mailed to: AFCEA International

Attn: Member and Chapter Support

4400 Fair Lakes Court

Fairfax, VA 22033-3899, U.S.A.

CHAPTER NAME: \_\_\_\_\_

### I. CHAPTER PRESIDENT

Address \_\_\_\_\_ Young AFCEAN Advisor \_\_\_\_\_  
Address \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_ Phone \_\_\_\_\_  
E-Mail \_\_\_\_\_ E-Mail \_\_\_\_\_

### II. FINANCIAL INFORMATION From \_\_\_\_\_ To \_\_\_\_\_ (12 month period)

Income: \_\_\_\_\_ Expenses (exclude scholarship) \_\_\_\_\_ Amount in Reserve \_\_\_\_\_

Bank Information: Savings Account No. \_\_\_\_\_ Checking Account No. \_\_\_\_\_  
Bank \_\_\_\_\_ Bank \_\_\_\_\_

### III. MEETINGS

Number per year: \_\_\_\_\_ Average Attendance \_\_\_\_\_ Type of Meeting:  Lunch  Dinner  Other

### IV. EVENTS

Please list all events other than chapter meetings planned or scheduled to be held in the coming twelve months.

Type of Event Date Location

1. Please list corporate sponsors who buy tables at monthly meetings:

2. Please list corporate sponsors who are patrons/sponsors of golf or other fund raisers:

### V. EDUCATIONAL PROGRAM INFORMATION

Note: For this section, please include only your Chapter's contributions – not any funds provided to the Chapter by the AFCEA Educational Foundation.

	<u>Number</u>	<u>Total Amount</u>
1. Scholarship budget for 20xx- <b>CHAPTER FUNDED:</b>		
➤ Enlisted tuition scholarships	_____	\$ _____
➤ High School scholarships	_____	\$ _____
➤ Undergraduate scholarships	_____	\$ _____
➤ Scholarships to ROTC	_____	\$ _____
➤ Other Scholarships _____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
Total 20xx Scholarship Budget		
\$ _____		

2. Chapter Initiative budget <b>CHAPTER FUNDED</b>	_____	\$ _____
3. Science Teaching Tools grant <b>MATCHING AMOUNT</b>	_____	\$ _____
4. Science Fair Awards	_____	\$ _____
5. Other Chapter Grants or Programs		
(please specify) _____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
Total 20xx Education Budget		
\$ _____		

## VI. MISCELLANEOUS

1. Did you send delegates to the 20xx International Annual Meeting?  Yes  No
  2. Did your RVP visit your chapter in 20xx?  Yes  No
  3. Do you have a chapter banner?  Yes  No
  4. Do you publish a newsletter?  Yes  No
- If yes, Contact name: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
 E-mail: \_\_\_\_\_
5. Did you nominate individuals for International Awards in 20xx?  Yes  No  
 Distinguished Young AFCEAN: \_\_\_\_\_ AFCEAN of the Month: \_\_\_\_\_
  6. Did you publicize chapter events in *SIGNAL* Magazine?  Yes  No

## APPENDIX 3-C, Chapter Officer’s Portal Interface

AFCEA members have access to their individual member profile through the AFCEA Portal. Members can update their profile at any time. The information that a member provides in their profile is reflected on the chapter’s roster which is contained in the AFCEA Portal as part of the Chapter Officers Interface. Designated chapter board members can be granted access to their chapter’s interface through their individual record in the Portal. Chapter presidents should request access for chapter board members by emailing the Coordinator, Member and Chapter Services, [mcs@afcea.org](mailto:mcs@afcea.org)

- Once given access by the Coordinator, log into your individual record at [www.afceaportal.org](http://www.afceaportal.org). Landing page is the first page of your member profile.
- At the upper left hand side of the screen under “Available Portals,” click on “Chapter Officers Home Page.”

There are three tabs on the landing page.

September 12, 2005 [Logout](#)

[Membership Services](#)

[Membership Info Page](#) [Membership Roster](#)

**Chapter Data** Corporate Members Education

Date (YYYY/MM)	Count
2005/09	2
2005/10	5
2005/11	1
2006/01	2
2006/02	4

Date (YYYY/MM)	Count
2005/07	2
2005/09	1

Category	Count
Individual	43
Associate	17

Member Type	Count
One Year Corporate Associate	13
Three Year Corporate Associate	4
1 Year Enlisted Grades E1-E6	1
One Year Member	24
Three Year Member	11
Life Member Over 40	5
Distinguished Life Member	2

• Sum = 60

### Chapter Data Maintenance Form

Chapter Name: Indiana Chapter

Tax ID: \_\_\_\_\_

Other Tax ID: \_\_\_\_\_

Home Page URL:



- **Chapter Data Tab**  
The tab shows statistical information about the chapter's expiration and renewal frequency data, and member type distribution. The "portlets" can be customized to the user's preferences, e.g., number of months to plot for what a graph displays.
- **Corporate Member Tab:**  
The corporate member tab lists all of the corporate members that one or more individual members of the chapter have affiliated to. The corporate member may or may not be located in the chapter's area. The AFCEA Point of Contact, and the POCs address (not always the company's headquarters address), phone number, email, and the company's expiration date are provided on this tab.
- **Education Tab**  
This tab is updated periodically with information that the Education Foundation wishes to push to the chapters. The education tab provides a link to the Education Foundation Home Page. Please see Chapter Seven – The Education Foundation, for more information about the content of this home page.

There are two active links at the top of the landing page:

- **Membership Info Page**  
This page contains three tabs:
  - New Members
  - Eligible for Renewal
  - Expired

Information on these tabs is downloadable into Microsoft Excel spreadsheets.

- **Membership Roster**  
The member roster contains data from the member profiles to include mailing address and email. The roster can be downloaded into Microsoft Excel.

### APPENDIX 3-D, Sample Treasurer's Journal

1998	IDENTIFICATION	CHECK NO.	RECEIPTS	DISBURSEMENT	BALANCE
Jan 1	Opening Balance				5,000.00
Jan 15	Collection for Monthly Luncheon		2,000.00		7,000.00
Jan 15	Payment for Monthly Luncheon	306		1,650.00	5,350.00
Jan 15	Rental of Projector/Screen	307		25.00	5,325.00
Apr 30	Chapter Rebate		150.00		5,475.00

## APPENDIX 3-E, Records Retention Guide

The purpose of this guide is to ensure that necessary records and documents are adequately protected and maintained and to ensure that records that are no longer needed or of no value are discarded at the appropriate time.

Document	Retention Period
<b>INSTITUTIONAL AND LEGAL RECORDS</b>	
Articles of Incorporation	Permanent
Charter	Permanent
By-Laws	Permanent
Minutes of Board of Directors Meetings	Permanent
Minutes of Committee Meetings	Permanent
Attorney Opinion Letters (Property)	While Active + 4 years
Leases	While Active + 6 years
Policy Statements	10 years
Contract and Agreements	While Active + 6 years
<b>FEDERAL TAX RECORDS</b>	
Form 990 and Support	Permanent
Form 990-T and Support	Permanent
Unitrust Tax Returns and Support	Permanent
<b>STATE AND LOCAL TAX RECORDS</b>	
City & State Excise Tax Reports (Includes support documentation)	5 years
Unclaimed Property Filings (Includes support documentation)	6 years
<b>REVENUE RECORDS</b>	
Accounts Receivable	7 years
Accounts Receivable Subsidiary Ledgers	7 years
A/R Fiscal Year End Report	7 years
Receipts	7 years
Uncollected Accounts	While Active + 7 years
<b>ACCOUNTS PAYABLE RECORDS</b>	
<b><u>Accounts Payable Vendor Files</u></b>	
Processed/Paid Purchase Orders	7 years
Original	7 years
Expense Reports	7 years

Accounts Payable Subsidiary Reports	7 years
Accounts Payable Post Reports	7 years
Accounts Payable Check Prep Reports	7 years
1099 and 1042 Reports	7 years
A/P Check Registers	7 years

### **BANK RECORDS**

Wire Transfer Records	7 years
Bank Statements	7 years
Deposit Records	7 years
Bank Reconciliations & Support	7 years
Canceled Checks	7 years

### **CAPITAL PROPERTY RECORDS**

Property Records	While Active + 5 years
Inventory	While Active + 5 years
Depreciation Schedules	While Active + 5 years
Mortgage, Bonds and Other Long-Term Debt Records	While Active + 5 years
Property Improvement Records	While Active + 5 years
Sales	5 years

### **FINANCIAL RECORDS**

Description of Accounting System	While Active
General Ledgers and Operating Ledgers	While Active + 7 years
Subsidiary Ledgers	While Active + 7 years
Journal Vouchers and Backup (including budget entries)	While Active + 7 years
Account Reconciliations	7 years
Annual Financial Report (audited)	While Active + 7 years
Audit Reports and Work Papers	While Active + 7 years

### **BUDGET RECORDS**

Budget Task Force Records (and support)	1 year
Budget Entries (and support)	1 year
Budget Variance Reports (and support)	1 year

### **INSURANCE RECORDS**

Property Insurance Policies	Life of the Property
Liability Insurance Policies	Life of the Policy + 3 years
Insurance Claim Documents	Settlement + 3 years

# APPENDIX 3-F, Young AFCEAN Program

## Basic Young AFCEAN Purpose and Suggested Structure

### WHAT IS A YAC?

The Young AFCEANs (also fondly known as YACs) are AFCEA members under the age of 40. In order to more closely identify with the needs and interests of its younger members, AFCEA designated YACs as a distinct unit within the AFCEA organization. Young AFCEANs are represented on the local AFCEA Chapter Board of Directors (Vice President for Young AFCEAN Affairs). Just like their fellow AFCEA members, Young AFCEANs network with fellow professionals and participate in the normal activities of the chapter. In addition, Young AFCEANs work to make a unique impact in the local community by:

- Mentoring at local schools
- Judging Science Fairs
- Hosting technology events
- Hosting mentoring events for peer YACs

In order to address this demographic's unique interests, the mentoring activities of Young AFCEAN members are generally tailored to career development, leadership development, and access to senior leaders that would not otherwise be gained outside of Young AFCEAN activities. Young AFCEANs practice their leadership skills as active members of their local chapters, in the Region as a Regional YAC, or even at the International level on the Young AFCEAN Advisory Council.

### What does AFCEA offer to a young professional?

AFCEA was established to provide an ethical forum in which government, military and industry leaders and decision-makers can meet to exchange ideas and concepts, discuss current problems and solutions and identify future requirements in the technical disciplines of communications, electronics, intelligence and information systems. The AFCEA forum encourages and enhances open dialogue essential to national and international cooperation and security.

Specifically, Young AFCEANs have the opportunity for exposure to senior leaders in industry and government in the realm of Communications and Electronics. This exposure provides many mentoring and networking opportunities and plenty of chances to exercise leadership skills.

### Where does this entire dialog happen?

This dialog happens at ALL AFCEA-sponsored events. All AFCEA events are attended by leaders in Government and industry. In addition, most AFCEA events have invited speakers which provide insight to the focus of the highest levels of Government. These types of speakers provide you the knowledge to do your job with a better understanding of the "big picture."

This type of knowledge-base can help increase job performance and ensure you are more in line with the focus of the organizations you serve. You will be more valuable in your current job, and, by making contact with industry and government leaders, you'll know where to turn when you need information about particular topics.

As a young communications and electronics professional, participation in AFCEA events should be viewed as a critical investment in a Young AFCEAN's professional future. The Young AFCEANs are a great way for young professionals to give back to their community, grow professionally and enhance careers.

**YAC committee structure:**

- The YAC President shall have general supervision of the affairs of the Young AFCEAN Council and shall perform the duties usual to that office. The YAC President shall be a member of the Board of Directors. The YAC President shall attend all meetings of the Chapter, the Executive Committee and the Board of Directors.
- The YAC Vice President shall arrange all Young AFCEAN programs associated with the Chapter. The YAC VP/P shall establish agendas and be responsible for all efforts within YAC council. The YAC VP/P shall assume the duties of the YAC President during the YAC President's absence.
- The YAC Executive Chair shall record and maintain minutes of all YAC meetings. The YAC Executive Chair will distribute copies to members of the YAC and the Executive Committee. The Executive Chair shall attend to all general correspondence under the direction of the YAC President or Executive Committee, shall keep a roll of membership including the address of each member, shall prepare all reports required, and shall perform other duties that pertain to the office. In addition, the Executive Chair will assist the Chapter Secretary in luncheon meeting preparation.
- The YAC Committee Chair shall arrange and coordinate all committees created by the organization and be responsible for their performance, organization, and decomposition upon closure of efforts. YAC committee Chair shall brief the updates of the committees at each chapter meeting and request volunteers for each committee.
- Other positions such as Treasurer, Membership, and Education should be considered as needed.

**Monthly International conference call-in:**

Please join us on the third Wednesday of each month at 1:00 EST.

Bridge Number            1-866-368-6248  
Participant Pass Code   1777114#  
YAAC Web Site            <http://yac.afceachapter.org>

**Contact info International YAAC council:**

President: Brian Cooper [cooper\\_brian@bah.com](mailto:cooper_brian@bah.com) (301)497-6022  
Vice President: Jim Horne [James.Horne@losangeles.af.mil](mailto:James.Horne@losangeles.af.mil) (310) 336-4099  
Executive Chair: TBD  
Committee Chair: Kelly Makrinos [kmakrinos@caci.com](mailto:kmakrinos@caci.com) (732) 578-5243

**Other YAC Chapters:**

**YAC virtual boardroom:** <https://www.afcea.org/portal/> Log in and look in Virtual Boardroom

**Northern VA:** <http://www.afceanova.org/yafceans/index.shtm>

**Central Maryland:** <http://70.84.25.22/afcea/yac.html>

# APPENDIX 4-A, Format for Informing RVP's & AFCEA HQ of Chapter Sponsored Events

## CHAPTER SPONSORED EVENT

1. CHAPTER: \_\_\_\_\_
2. EVENT (SYMPOSIUM, CONFERENCE, SEMINAR, EXPOSITION, ETC.)
  - A. TYPE: \_\_\_\_\_
  - B. THEME: \_\_\_\_\_
3. LOCATION:
  - A. CITY: \_\_\_\_\_
  - B. FACILITY: \_\_\_\_\_
4. DATE(S): \_\_\_\_\_
5. CHAPTER: \_\_\_\_\_
6. POINT OF CONTACT
  - A. NAME: \_\_\_\_\_
  - B. ADDRESS: \_\_\_\_\_
  - C. TELEPHONE: \_\_\_\_\_
  - D. FAX: \_\_\_\_\_
7. CO-SPONSORING ORG.: \_\_\_\_\_
8. NO. ATTENDEES PLANNED: \_\_\_\_\_
9. ATTENDEE'S PROFILE (GOVT, MIL, INDUSTRY): \_\_\_\_\_
10. PUBLICITY
  - A. DATE ADVANCE NOTICE: \_\_\_\_\_
  - B. ADDITIONAL PUBLICITY: \_\_\_\_\_



11. REVENUE

- A. TOTAL PLANNED: \_\_\_\_\_
- B. SOURCE: \_\_\_\_\_
- C. SEMINAR FEES: \_\_\_\_\_
- D. EXPO BOOTH FEES: \_\_\_\_\_
- E. NO. OF BOOTHS: \_\_\_\_\_

12. EXPENSES

- A. PUBLICITY: \_\_\_\_\_
- B. SHOW MGMT FEE (%): \_\_\_\_\_
- C. FACILITY: \_\_\_\_\_
- D. FOOD: \_\_\_\_\_

13. FEATURED SPEAKERS, PANELISTS, ETC.: \_\_\_\_\_

14. LOCAL ASSISTANCE PROVIDED (I.E., COMMAND SUPPORT, ETC.):

15. AFCEA ASSISTANCE REQUESTED: \_\_\_\_\_

16. \_\_\_\_\_  
                    CHAPTER PRESIDENT                      EVENT CHAIRMAN

## APPENDIX 4-B, Draft Request for DoD Approval & Checklist

(See Special note for US Chapters in Section 4.1.3 )

Date

Ms. Cynthia Minnick  
Senior Assistant for Policy, Public Affairs  
Office of the Assistant of the Secretary  
of Defense (Public Affairs)  
The Pentagon, Room 1E776  
Washington, DC 20301-1400

Dear Ms. Minnick:

The Armed Forces Communications and Electronics Association (AFCEA) intends to sponsor the following conferences in 20xx:

- a. The Western Conference and Exposition, San Diego, California, 19-21 January 20xx.  
The US Naval Institute is a co-sponsor of this event.
- b. TechNet International `xx, AFCEA's 20xx International Convention and Exposition, 15-17 June 20xx, Washington, DC.
- c. TechNet Asia-Pacific, 16-18 November 20xx, Honolulu, Hawaii.

We would like to invite DOD attendees from outside our local area to attend, and in some cases to speak at these events.

AFCEA is a not-for-profit professional association with an individual membership composition of approximately 40 percent corporate and 60 percent individual or "other", comprised of military and civil government persons, students and educators. The broad general purpose of AFCEA is to promote the security of the United States and other democratically governed nations by encouraging an open, frank and ethical professional dialogue between those in the fields of command, control, communications, computers, information management, intelligence and electronic systems. Fora utilized by AFCEA in support of such dialogue include SIGNAL Magazine, AFCEA's journal; special studies; conferences; seminars and symposia.

All of the events are multi-track conferences with expositions. AFCEA will be solely responsible for selecting, inviting and seating of DOD attendees at all meal events associated with the conferences. All of the events attract wide attendance from DOD, civil government to include local, state and national, and the corporate world from outside the local areas. None of the three events is classified.

Agendas are not yet available; however, to indicate to you the nature and scope of the events, programs for the most recent previous events are attached.

Funding aid for travel of DOD attendees/speakers is not available from AFCEA.

AFCEA management personnel are familiar with the provisions of DOD directive 5500.7 and DOD Instruction 5410.20.

Expected audience:

- a. Western Conference – 7,000; about 45% US military and civil government; 50% corporate; and 5% academia and foreign government.
- b. TechNet International '99 – 28,000; about 45% US military and civil government; 50% corporate; and 5% academia and foreign government.
- c. TechNet Asia-Pacific – 2,500; about 50% US military and civil government; 48% corporate; and 2% academia and foreign government.

We anticipate invitations to speakers at about a 50-50 ratio from DOD and other government, and the corporate world.

Attendance at the Western Conference and TechNet '99 professional programs and exhibits is free for all attendees. Attendance at the TechNet Asia-Pacific exhibits is free.

A fee is charged to attend the TechNet Asia-Pacific professional program; 1998 fees were \$195 for military/government attendees, \$300 for corporate attendees who were AFCEA members, and \$350 for non-members. It is anticipated that 1999 fees will be approximately the same. AFCEA certifies that the attendance fee structure established for this professional program ensures that no admission fee beyond what will cover reasonable costs of sponsoring the event is charged.

There is a golf tournament conducted as an ancillary event to the Asia-Pacific Conference. It is conducted by the local AFCEA chapter; the fee is separately charged; and the tournament is conducted the day after the conference is closed.

All of the events provide DOD attendees the opportunity to expand their professional knowledge in the fields of command and control, communications, computers, information management, intelligence and electronic systems. Exhibits are not commercial, but informational in nature, and the professional panels conducted are all designed to be professionally enhancing.

Your approval of these events is requested. Where appropriate, AFCEA will include the DOD approval statement in promotional materials and invitations to DOD personnel. We plan to mail such invitations approximately 90 days prior to the events.

Sincerely,

Appropriate Signature Block

Appropriate Initials

# APPENDIX 4-C, DOD Checklist for Reviewing Standards of Conduct Requests

(January 1996)

Requesting Organization: \_\_\_\_\_

Date answer needed by requesting organization: \_\_\_\_\_

Is Organization a "prohibited source" per OGE definition? \_\_\_\_\_

Profit/Non-Profit status of Organization: FOR-Profit? \_\_\_\_\_ NOT For-Profit: 501(c)—? \_\_\_ Other: \_\_\_\_\_

Percent CORPORATE membership? Percent INDIVIDUAL membership? \_\_\_\_\_

Is Organization a govt contractor? \_\_\_ Assn? \_\_\_ Other? \_\_\_\_\_

Any appearance of selectively benefiting one organization? \_\_\_\_\_

Event co-sponsors: (DoD CANNOT be, unless by contract) \_\_\_\_\_ If co-sponsored, specify DoD contracting office used and include copies of formal contract(s).

Event name: (Single or ITEMIZED multiple events): \_\_\_\_\_

Is this a FUND-RAISING event? (Is it designed to provide you with significant funds beyond the reasonable expenses of sponsoring the event (such as for scholarships or charity uses?)

Event format (speech/panel/dinner/working session...) \_\_\_\_\_

Event date(s): \_\_\_\_\_

Event location: \_\_\_\_\_

Is event LOCAL in nature (chapter/committee meeting), or is it larger? \_\_\_\_\_

What organization is responsible for selecting, inviting, and seating of DOD attendees? \_\_\_\_\_

Events ancillary to main event (such as golf tournament...) \_\_\_\_\_

Is the event a CLASSIFIED event? \_\_\_\_\_

Familiar with DoDD 5200.12 (for conducting CLASSIFIED events)? \_\_\_\_\_

Is request for DoD ATTENDANCE, for DoD SPEAKER(S), or both? \_\_\_\_\_

Is agenda and list of other speakers/participants attached? \_\_\_\_\_

Is travel funding aid available from organization for DoD attendees? \_\_\_\_\_

Familiar with DoDD 5500.7, Standards of Conduct? \_\_\_\_\_

Familiar with DoDI 5410.20, Public Affairs Relations with Business? \_\_\_\_\_

Expected Audience size: \_\_\_\_\_

Expected audience makeup: \_\_\_\_\_

Percent DoD ATTENDEES vice non-DoD: \_\_\_\_\_

Percent DoD SPEAKERS vice non-DoD: \_\_\_\_\_

Cost of attendance by DoD attendees: \_\_\_\_\_

Cost of attendance by NON-DoD attendees: \_\_\_\_\_

Benefits to DoD from participation are: \_\_\_\_\_

\_\_\_\_\_

# APPENDIX 5-A, Award Submission Deadlines

## INTERNATIONAL AWARDS PROGRAM DEADLINES

<u>Awards Nomination Timelines</u>	<u>Nomination Packets Mailed Out</u>	<u>Nomination Packets Deadline to AFCEA</u>	<u>Awards Presentation</u>
Distinguished Young AFCEAN	Early September	Mid-November	Western Conference (January/February)
Emerging Leadership	Early September	Mid-November	Western Conference (January/February)
Young AFCEAN Program Award	Early September	Mid-November	Western Conference (January/February)
General James M. Rockwell AFCEAN of the Year	Early February	Mid-April	TechNet International (May/June)
Admiral Jon L. Boyes Medal for Distinguished Service to AFCEA	Early February	Mid-April	TechNet International (May/June)
Excellence in Information Technology	Early February	Mid-April	TechNet International (May/June)
Meritorious Award for Excellence in Information Technology	Early February	Mid-April	TechNet International (May/June)
Benjamin H. Oliver Gold Medal for Engineering	Early February	Mid-April	TechNet International (May/June)
Meritorious Award for Engineering	Early February	Mid-April	TechNet International (May/June)
Distinguished Service to the Intelligence Community	Early February	Mid-April	TechNet International (May/June)
Meritorious Service to the Intelligence Community	Early February	Mid-April	TechNet International (May/June)
AFCEA Leadership Award	Early February	Mid-April	TechNet International (May/June)
Medal of Merit	Early February	Mid-April	TechNet International (May/June)
Meritorious Service	Early February	Mid-April	TechNet International (May/June)
Harry C. Ingles Award	Early February	Mid-April	TechNet International (May/June)
AFCEA Diversity Program Award	Early February	Mid-April	TechNet International (May/June)
Albert J. Myer Award	N/A (Chapters are automatically considered)		TechNet International (May/June)
Model Chapter of the Year	N/A (Chapters submit Action/Business Plan in February; report results the following January.)		TechNet International (May/June)

## **APPENDIX 6-A, Press Releases**

The following are actual press releases from AFCEA International and various AFCEA Chapters. They are broken out by subject:

- Events
- Education/Scholarships
- Community Activities
- Elections/New Officers

### ***Events***

#### **TECHNET TAMPA 2005 TO FOCUS ON THE GLOBAL WAR ON TERRORISM**

For Immediate Release March 3, 2005

AFCEA Media Contact  
Tobey Jackson  
(703) 631-6189  
tjackson@afcea.org

Fairfax, VA - TechNet Tampa 2005 will focus on “Winning the Global War on Terrorism through Effective Information Sharing” at the Tampa, FL Convention Center March 8-9, 2005.

AFCEA International and the AFCEA Tampa-St. Petersburg Chapter have put together a comprehensive schedule of featured speakers, panel sessions, professional development seminars, and exhibitions at this 2-day event. Registration for TechNet Tampa seminars, panel sessions, and exhibits is free; tickets are required for speakers. On-site registration opens Tuesday, March 8 at 7:00 a.m. For detailed information and on-line registration visit <http://www.afcea.org/tampa>.

Providing the military perspective on the war on terrorism will be three featured speakers: MajGen John Castellaw, USMC, Chief of Staff, U.S. Central Command; The Honorable Thomas O’Connell, Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict; and GEN Bryan Brown, USA, Commander, U.S. Special Operations Command. The conference will also feature two panel sessions: Intelligence, moderated by Maj Gen Donald Wurster, USAF, Deputy Director, Center for Special Operations, U.S. Special Operations Command; and C4, moderated by BG Jeffrey Foley, USA, Director, J-6, U.S. Central Command.

The conference will also feature three professional development seminars: Enhancing Intelligence Analysis, The Psychology of Denial, Deception and Counter Deception, and Wireless Networks: Security Issues, Discovery and Penetration. Led by industry experts, these sessions will provide attendees with a deeper look at issues involved in the war on terrorism. In addition, the AFCEA Professional Development Center will present a mini-course on Military Satellite Communications, and AFCEA will present its renowned Career Transition Seminar for military and government professionals considering transitioning to the private sector.

TechNet Tampa will provide military, government and industry attendees with numerous professional development opportunities. To take advantage of the free event, register at <http://www.afcea.org/tampa>.

**The Armed Forces Communications and Electronics Association (AFCEA) is an international non-profit association providing a forum for the professional communications, electronics, intelligence and information systems community. The association serves as an ethical bridge between government requirements and industry's capabilities, representing the top government, industry and military professionals. For more information visit [www.afcea.org](http://www.afcea.org).**

# # #

AFCEA'S TRANSFORMATION TECHNET TO BRING REPRESENTATION FROM ALL SERVICES TO HAMPTON, JUNE 21-22, 2005

For Immediate Release June 6, 2005

AFCEA Media Contact  
Tobey Jackson  
(703) 631-6189  
[tjackson@afcea.org](mailto:tjackson@afcea.org)

*FAIRFAX, VA – Transformation TechNet 2005 will bring representatives together from all branches of service and the joint forces to discuss “Turning Ideas Into Reality”. The conference and exposition takes place in the Hampton Roads Convention Center June 21-22, 2005.*

*The Hampton Roads region is becoming well known as the center of transformational “doing” for the military, government and industry. AFCEA International and the AFCEA Hampton Roads and Tidewater Chapters have put together a comprehensive schedule of featured speakers, panel sessions, and exhibits that involve these groups. For detailed information go to [www.afcea.org/events/transformation](http://www.afcea.org/events/transformation).*

Transformation TechNet includes an impressive lineup of speakers:

- Lt Gen William M. Fraser III, USAF, Vice Commander, Air Combat Command
- Mr. Dave Wennergren, Chief Information Officer, Department of the Navy
- Mr. David J. Ozolek, Executive Director, Joint Futures Laboratory
- Maj Gen Svante Bergh, Sweden (Ret.), Vice President, Strategic Marketing, Ericsson Microwave Systems

The conference will also feature three panel sessions focusing on specific aspects of “Turning Ideas Into Reality” for our warfighters: Business Models for Transformation, Technology Delivery, and



Warfighters' Success Stories. In addition, AFCEA's Career Transition Seminar will provide valuable assistance to military and government personnel transitioning to the private sector.

Over 40 exhibitors will display their products and solutions at Transformation TechNet, and attendees will gain keen insight into the emerging technologies that will make transformation possible. The exposition includes local companies, large defense contractors, small businesses, and government agencies.

Transformation TechNet offers numerous professional development and networking opportunities. Admission to the conference and exposition is free to government and military; there is a fee for industry. On-line registration is available at [www.afcea.org/events/transformation](http://www.afcea.org/events/transformation); on-site registration is available beginning Monday, June 20.

The Armed Forces Communications and Electronics Association (AFCEA) is an international non-profit association providing a forum for the professional communications, electronics, intelligence and information systems community. AFCEA serves as an ethical bridge between government requirements and industry's capabilities, representing the top government, industry and military professionals. For more information visit [www.afcea.org](http://www.afcea.org).

# # #

## AFCEA'S TECHNET INTERNATIONAL CONFERENCE & EXPOSITION FOCUSES ON NETWORK CENTRIC OPERATIONS

For Immediate Release May 5, 2005

AFCEA Media Contact  
Tobey Jackson  
(703) 631-6189  
[tjackson@afcea.org](mailto:tjackson@afcea.org)

FAIRFAX, VA—TechNet International 2005, AFCEA International's 59<sup>th</sup> annual conference and exposition and one of the nation's largest C4I events, returns to Hall B of the Washington Convention Center Tuesday, May 17 through Thursday, May 19, 2005. This year's theme, "Network Centric Operations: Balancing Speed and Agility with Security" fits well with AFCEA's mission to bring government, military, and industry together to promote global security.

Over 200 defense and IT exhibitors will display their products and solutions for homeland security/defense at TechNet. They will be focusing on specific technology requirements from senior defense and government personnel, including: wireless solutions, bandwidth, interoperability, command and control, data management, sensors, security, and visualization. The exposition will include such technologies as UAVs, robotics, a HAZMAT wireless communications system, battlefield communications, rugged computers, security systems, and visual displays. Large defense contractors, small businesses and government agencies will all be exhibiting at TechNet.

The conference features an impressive lineup of expert speakers: GEN Benjamin Griffin, USA, Commanding General, U.S. Army Materiel Command; LTG Raymond Odierno, USA, Assistant to the Chairman of the Joint Chiefs of Staff; LtGen Robert Shea, USMC, Director for Command, Control, Communications and Computer Systems (J-6), The Joint Staff; RADM Thomas Zelibor, USN, Director of Global Operations, U.S. Strategic Command; and Rudy Giuliani, former Mayor of New York City.

Five panel sessions will provide TechNet attendees the opportunity to dialogue with experts about network centrality from the combatants' perspective, as well as how it relates to global security, industry, and homeland security. TechNet also offers free courses; Data and Applications Security and Introduction to Net-Centric Warfare are samplers of two of AFCEA's most popular Professional Development Center courses.

For those thinking about a career or job change, TechNet offers TECHEXPO - a career fair with over 110 employers for the technology, government and civilian contract professional. Attendees may distribute their resumes electronically or in-person to every job fair exhibitor as well as participate in on-site interviews with corporate representatives. TechNet also features AFCEA's Career Transition Seminar for military and government personnel seeking to enter the private sector.

The "Tribute to Government" Gala is a unique event that allows attendees to tour the exhibits and enjoy a buffet dinner, then see The Charlie Daniels Band in concert. This event honors Servicemen and women wounded in Iraq or Afghanistan who are being treated at Walter Reed Army Medical Center and Bethesda Naval Medical Center. The gala begins at 5:00 p.m. on Tuesday, May 17. Admission is free to all registered attendees and exhibitors.

TechNet offers numerous professional development and networking opportunities. This event is open to the public and admission to all activities, with the exception of the small business workshop, is free. On-site registration is available beginning Monday, May 16. For details and free on-line registration go to [www.technet2005.org](http://www.technet2005.org).

AFCEA is an international non-profit association providing a forum for the professional communications, electronics, intelligence, homeland security and information systems community. AFCEA serves as an ethical bridge between government requirements and industry's capabilities, representing the top government, military and industry professionals. For more information visit [www.afcea.org](http://www.afcea.org).

# # #

## ***Education/Scholarships***

**ARMED FORCES COMMUNICATIONS AND ELECTRONICS ASSOCIATION**  
Blue Angels Pensacola Florida Chapter

### NEWS RELEASE

AFCEA Blue Angels Pensacola Chapter Welcomes Fred H. Rainbow AFCEA International's newly nominated Vice President and Executive Director AFCEA Education Foundation to Pensacola, Florida

Robyn Philips, AFCEA VP of Membership  
Phone: (850) 651-2165  
Email: [robyn@bit-wizards.com](mailto:robyn@bit-wizards.com)  
Website: [www.afceapns.org](http://www.afceapns.org)

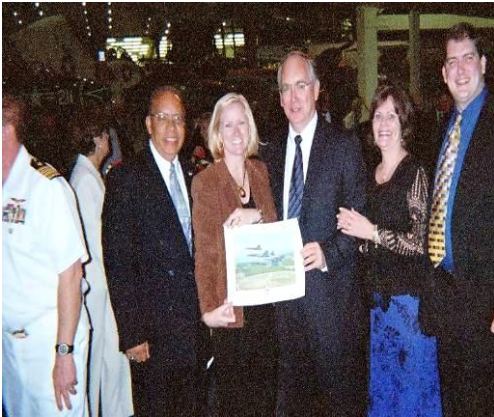
PENSACOLA – SUMMER 2005 - The Blue Angels Pensacola Chapter of the Armed Forces Communications and Electronics Association (AFCEA) welcomed Mr. Fred H. Rainbow, Vice President

and Executive Director AFCEA Education Foundation and COL. Lou Ramos, USAF (RET.), Regional Vice President AFCEA International to Pensacola, Florida. Mr. Rainbow was in town to receive the "Admiral Arthur W. Radford Award" at the 2005 Naval Aviation Symposium hosted by the Naval Aviation Museum Foundation, at the National Museum of Naval Aviation on board N.A.S. Pensacola.

"Thank you again to the Pensacola Chapter team for meeting with me," extended Mr. Rainbow "I learned a great deal and very much appreciated having you there for the Naval Aviation Symposium dinner." Mike O'Shea, Blue Angels Pensacola AFCEA Vice President extended a return invitation to Mr. Rainbow to speak at the August 19, 2005 AFCEA luncheon. Mr. Rainbow accepted and will share his future plans relative to his role within the AFCEA Education Foundation. The meeting will be held at the Lighthouse Point Restaurant, N.A.S. Pensacola.

**Naval Aviation Museum Foundation** hosts a Naval Aviation symposium in Pensacola, FL each year. To find out more about the Admiral Arthur W. Radford Award or about the Naval Aviation Museum Foundation please email the organization at: [namoffice@naval-air.org](mailto:namoffice@naval-air.org).

**AFCEA** is a professional organization for technology professionals within the defense industry. Proceeds from luncheons, special events and annual Golf Tournaments are used to support the Pensacola Chapter's Scholarship Fund. Last year's proceeds were used to provide scholarships to several engineering students from Pensacola Junior College and the University of West Florida. To find out more about the chapter please visit the organizations website: [www.afceapns.org](http://www.afceapns.org).



Left to Right: COL. Lou Ramos, USAF (RET.); Robyn Philips, Blue Angels AFCEA VP Membership & Executive Sales Consultant-Bit-Wizards; Fred Rainbow, AFCEA International, Mrs. Fred Rainbow; and Reubin Felkey, Blue Angels AFCEA Secretary & Chief Business Development Officer-Cogon systems.

### **AFCEA NOVA Chapter Announces 2005 Scholarship Award Winners Northern Virginia, August 7, 2005**

The Armed Forces Communications and Electronics Association (AFCEA) Northern Virginia Chapter, and active sponsor of higher education relating to the fields of mathematics, sciences, IT Computing along with Engineering announced the Chapter's 2005 College Scholarship recipients. The NOVA Chapter raises funds for the scholarship program throughout the year from our annual program activities. This year, the Chapter awarded a total of 43 scholarships (39 full time and 4 part time winners) with a total commitment of \$164,000.00.

As part of AFCEA International, the NOVA Chapter supports a comprehensive program of scholarships, awards, and prizes promoting academic excellence at undergraduate levels for students pursuing higher education in the fields of mathematics, sciences, IT computing and engineering. A \$4000 scholarship award is open to full time students while a \$2000 scholarship is available to part time students.

The Chapter awards scholarships based on academic achievements, school activities, letters of recommendation, and community/civic activities. The recipients of the Chapter's 2005 scholarship program are listed below. Congratulations to them all!

- Hilbert Antwi, Fairfax City, VA, pursuing a BSIT in Network Security, George Mason University
- Amir Aslan Aslani, Fairfax County, VA, pursuing a BS in Electrical Engineering, George Washington University
- Capt Kyle Mark Baldassari, Fairfax County, VA, pursuing an MS in Information Technology, Virginia Tech
- Jennifer Elizabeth Basel, Loudoun County, VA, pursuing a BS in Mechanical Engineering, Southern Methodist University
- Betelehem Getahun Bitew, Fairfax County, VA, pursuing an AS in Natural Science, Northern Virginia Community College, Alexandria Campus
- Jon Steven Brusco, Jefferson County, WV, pursuing a BS in Internetworking Technologies, Strayer University
- Andrew Nathan Buchheit, Prince William County, VA, pursuing a BS in Mechanical Engineering, Cedarville University
- PVT Jerry Wayne Champion II, Fairfax City, VA, pursuing a BS in Information Technology/Network Administration, George Mason University
- Caitlyn Boyd De Kanter, Fairfax County, VA, pursuing a BS in Biology, Virginia Tech
- Susan Ditmore, Fairfax County, VA, pursuing a BS in Computer Science, Carnegie Mellon University
- Katie Faigen, Fairfax County, VA, pursuing a BS and Minor in IT/Database Admin., Comp. Graphics, Web Development, George Mason University
- Bryan Fleming, Fairfax County, VA, pursuing a BS in Electrical Engineering, Duke University
- Joshua Sol Frank, Montgomery County, MD, pursuing a BS in Meteorology, University of Miami
- M. Elizabeth Fraser, Prince William County, VA, pursuing a BS in Information Technology, George Mason University
- Matthew J. Giusto, Alexandria City, VA, pursuing an MS in Computer Engineering - Computer Architecture & Networking, George Washington University
- Renato Guevara, Fairfax County, VA, pursuing a BS in Computer Engineering, George Mason University
- Maraea Ainge Harris, Fairfax County, VA, pursuing a BS in Systems Engineering/ Transportation Systems, George Mason University
- Aubrey Michelle Heigle, Culpeper County, VA, pursuing a BS in Chemistry, George Mason University
- Kaitlin Grace Hoey, Fairfax County, VA, pursuing a BS in University Studies, Virginia Polytechnic and State University
- Elizabeth Chevalier Hull, King George County, VA, pursuing a BS in Geography, George Mason University
- Alexa Donell Jones, Manassas City, VA, pursuing a BS in Electrical Engineering, Virginia Polytechnic Institute and State University
- Sahan Kamara, Prince George's County, MD, pursuing an MS in Computer Engineering, George Washington University
- Colleen Noelle Keely, Hagerstown, MD, pursuing an AA in Mathematics, Hagerstown Community College
- Carissa DeLeon Khanna, Fairfax County, VA, pursuing a Ph.D. in Physical Sciences, George Mason

University

John Livingston, Arlington County, VA, pursuing a BS in Computer Science, University of Illinois at Urbana-Champaign

- Brandon Pierre Lockhart, Prince William County, VA, pursuing a BS in Computer Science, Oakwood College
- Sarah Kathleen McAlum, Fairfax County, VA, pursuing a BS in IT/Business/MIS, Virginia Tech
- John William McGillvray III, Fairfax County, VA, pursuing an MS Biodefense in Law Enforcement / Counterterrorism, George Mason University
- Cristopher Dennis Moen, Fairfax County, VA, pursuing a Ph.D. in Structural Engineering, Johns Hopkins University
- Kurt Christopher Neff, Montgomery County, MD, pursuing an MSE in Systems Engineering/MBA Track, University of Virginia
- Ngoc Kim Pham, Montgomery County, MD, pursuing a BS in Neurobiology/Physiology and Psychology, University of Maryland, College Park
- Ralph E. Plaskett, Fairfax County, VA, pursuing a BS in Information Technology/Information Assurance, George Mason University
- Natasha Andrette Reid, Prince George's County, MD, pursuing an MBA in IT Leadership & Management, Webster University
- Scott Thomas Rieger, Prince George's County, MD, pursuing a BS in Intelligence Studies, American Military University
- Jonathan E. Rowny, Fairfax County, VA, pursuing a BS in Information Technology & Engineering, George Mason University
- Derek Alexander Self, Fairfax County, VA, pursuing a BS in Mechanical Engineering, Virginia Tech
- Imran Shah, Falls Church City, VA, pursuing an MS in Information Security and Assurance, George Mason University
- Chase Michael Smerdzinski, Fairfax County, VA, pursuing a BS in Information Technology, University of Notre Dame
- Clare Therese Stewart, Montgomery County, MD, pursuing an MS in Biotechnology, John's Hopkins University
- Michael B. Sullivan, Fairfax County, VA, pursuing a BS in Computer Engineering, George Mason University
- Christopher Alexander Vo, Fairfax County, VA, pursuing an MS in Computer Science, George Mason University
- Eric John Weatherwax, Fairfax County, VA, pursuing a BS in Computer Engineering, University of Virginia
- Capt Ellyn Mary Wynne, Prince William County, VA, pursuing a BS in Information Technology/Network Security, George Mason University

### **About AFCEA NOVA**

With approximately 6,000 members, including representatives from Industry, Government, and Academia, we are the largest chapter of AFCEA International in the world. Details about AFCEA International and its background are available at [www.afcea.org](http://www.afcea.org).

AFCEA NOVA holds monthly luncheons September through June featuring top Government speakers on how information technology enables National Security. We host three major annual Service IT Day Conferences featuring speakers on information technology from the Army, Navy, USMC & Air Force. For our Corporate Table Holders we hold an annual Executive Round Table. And, we have lots of fun with our very special Sweetheart Ball, a Golf Tournament, and many Young AFCEAN Events. Over the past year, AFCEA NOVA has presented over \$235, 000 in scholarships, awards, and education grants to local school systems and colleges.

## AFCEA EDUCATIONAL FOUNDATION ANNOUNCES CONGRESSIONAL MEDAL OF HONOR SCHOLARSHIP

For Immediate Release July 14, 2005

AFCEA Media Contact  
Tobey Jackson  
(703) 631-6189  
tjackson@afcea.org

FAIRFAX, VA – The AFCEA Educational Foundation, in partnership with the Congressional Medal of Honor Foundation, is pleased to announce the establishment of the Congressional Medal of Honor Scholarship Fund. This scholarship fund will award a \$3,000 annual scholarship to one outstanding student enrolled in each of the Reserve Officer Training Corps (ROTC) for the Army, Air Force, Navy, and Marine Corps.

The four scholarship recipients will exemplify a spirit of courage, selflessness, service to country, and pursuit of excellence in their academic and military endeavors and extracurricular activities. The primary criteria for scholarship selection will be a candidate's demonstrated leadership performance and potential, as well as strong commitment to serve in the U.S. Armed Forces. Candidates are required to be a U.S. citizen enrolled in ROTC, be of good moral character, exhibit academic achievement with a minimum GPA of 3.0 on a 4.0 scale and have a demonstrated potential to serve as an officer in the U.S. Armed Forces. Candidates must be majoring in an academic discipline at an accredited degree-granting four-year college or university in the United States. Candidates must be at least second-year students, enrolled full time as either a sophomore or junior at the time of application.

“The AFCEA Educational Foundation is excited about this new scholarship in partnership with the Congressional Medal of Honor Foundation,” says AFCEA Educational Foundation Director Fred H. Rainbow. “This scholarship advances our goal to promote excellence in education and provides educational opportunities for our young people who will be serving in the Armed Forces.”

“This scholarship furthers the Congressional Medal of Honor Foundation's values of courage, sacrifice, patriotism, citizenship, integrity, and commitment,” says Lt Gen Nicholas Kehoe, USAF (Ret.), president of the Congressional Medal of Honor Foundation. “We believe that America's destiny lies in its youth and are committed to helping them become worthy citizens of our country.”

The AFCEA Educational Foundation promotes excellence in education with scholarships, awards, grants and prizes, that it awards annually to students studying the scientific and technical disciplines that support communications, intelligence and information systems. AFCEA International is a non-profit association providing a forum for the professional communications, electronics, intelligence and information systems community. **For more information visit <http://scholarships.afcea.org> – click on ROTC Program – or call (703) 631-6149. Application forms for the scholarship will be available from ROTC unit commanders in spring 2006.**

The Congressional Medal of Honor Foundation, in conjunction with the Congressional Medal of Honor Society, which consists exclusively of the recipients of the Medal of Honor, reaches out to the citizens of America, particularly its youth, to promote an awareness of what the Medal of Honor represents and how ordinary Americans through courage, sacrifice, selfless service, and patriotism, can challenge fate and

change the course of history. There are no better ambassadors to take this message to the American people than the Medal of Honor recipients themselves who embody these values through their incredible acts of bravery. The work of the Foundation is aimed at promoting awareness of what America's highest military award for valor in combat, represents. For more information visit [www.cmohfoundation.org](http://www.cmohfoundation.org).

# # #

## **Community Activities**

### **AFCEA CAMP PENDLETON AND SAN DIEGO CHAPTERS DELIVER BOOKS AND SMILES TO DEPLOYING TROOPS**

For Immediate Release  
February 14, 2003

AFCEA Media Contact:  
Tobey Jackson  
(703) 631-6189  
[tjackson@afcea.org](mailto:tjackson@afcea.org)

AFCEA Camp Pendleton Chapter Contact:  
CWO4 (Ret.) Roger Egan  
(800) 588-5242  
[rogere2@cox.net](mailto:rogere2@cox.net)

AFCEA San Diego Chapter Contact  
Mike Patota  
(858) 673-1133  
[mpatota@san.rr.com](mailto:mpatota@san.rr.com)

SAN DIEGO, CA – The AFCEA Camp Pendleton and San Diego Chapters' book drive for the troops has provided reading material and support to deploying military forces in the San Diego area. Now in its second year, the book drive has donated more than 400 cases of paperback books (over 10,000 books) to our troops. All types of books were included in the donations, although donators were encouraged to provide books recommended on the Marine Corps Commandant's reading list.

Books were donated by AFCEA chapter members as well as attendees at the AFCEA/U.S. Naval Institute West 2003 conference held January 14-16 at the San Diego Convention Center. Many books included brief notes written in support of the troops by conference attendees and local school children.

The Chapters plan to continue the book drive through the end of March. To learn more, please contact Roger Egan at (800) 588-5242 or [rogere2@cox.net](mailto:rogere2@cox.net).

The Armed Forces Communications and Electronics Association (AFCEA) is an international non-profit association providing a forum for the professional communications, electronics, intelligence and information systems community. The association serves as an ethical bridge between government requirements and industry's capabilities, representing the top government, industry and military professionals. For more information visit [www.afcea.org](http://www.afcea.org).

Photo captions:

Roger Egan, Book Drive Chair for the AFCEA Camp Pendleton Chapter, delivers books to Chief Bill Mooney of the USS *Nimitz*.

# # #

## ***Elections/New Officers***

DC Chapter 2004-2005 Executive Committee Announced (June 14, 2004)  
<http://www.washdcafce.org/pr-06-14-04.pdf>

### **AFCEA INTERNATIONAL ANNOUNCES NEW PRESIDENT AND CEO**

For Immediate Release November 8, 2001

AFCEA Media Contact:

Tobey Jackson (703) 631-6189

[promo@afcea.org](mailto:promo@afcea.org)

FAIRFAX, VA – AFCEA International is pleased to announce the appointment of VADM Herbert A. Browne, USN (Ret.) as President and Chief Executive Officer of the association, effective October 2001. He succeeds Lt Gen C. Norman Wood, USAF (Ret.), who retired in October after more than five years of service as AFCEA's President and CEO.

ADM Browne comes to AFCEA from GRC International, an AT&T Company, where he served as vice president of intelligence, surveillance and reconnaissance applied technologies. He has more than ten years of senior level experience in command and control (C<sup>2</sup>) systems integration in aircraft, command ships and space systems. In October 2000 ADM Browne retired from the Navy with 36 years of service. His last position was Deputy Commander in Chief of U.S. Space Command (USSPACECOM), Colorado Springs, Colorado. During his two-year tour with USSPACECOM, he established computer network defense as a new mission area and grew the organization by over 150 employees to work in this area.

**Prior to his work at USSPACECOM, ADM Browne was the Commander of the U.S. Third Fleet, San Diego, where he directed a \$25 million renovation of the fleet's command ship, setting a new standard for afloat C<sup>2</sup>. He established the Third Fleet as the leader in U.S. Navy C<sup>2</sup> systems experimentation. Previously, ADM Browne was Deputy Commander in Chief of the U.S. Pacific Fleet, serving as the chief operating officer for the command.**

**The Admiral's combat experience includes combat missions over Vietnam as a naval aviator and Commander of the USS *John F. Kennedy* during its deployment to the Red Sea in support of Operation Desert Storm. His decorations include the Distinguished Service Medal, Legion of Merit, Meritorious Service Medal, Air Medal, Navy Commendation Medal and the Navy Achievement Medal.**

ADM Browne graduated from the Armed Forces Staff College and earned a bachelor's degree in Business Administration from The George Washington University. He brings significant management experience to AFCEA as a technical solution provider, intelligence systems architect, space requirements planner, aircraft and space systems operator and financial manager.

Reflecting on the future of AFCEA, ADM Browne states that "the two biggest challenges facing government, the military and industry today are defeating terrorism and maintaining the defense of our allied nations against traditional threats. AFCEA will play a key role in meeting both of these challenges."



AFCEA is an international non-profit association providing a forum for the professional communications, electronics, intelligence and information systems community. The association is widely recognized for excellence, high ethical standards and the quality of its events. AFCEA serves as an ethical bridge between government requirements and industry's capabilities, representing the top government, industry and military professionals. For more information visit [www.afcea.org](http://www.afcea.org).

# # #

## **APPENDIX 6-B, Media List**

To obtain information on AFCEA media contacts send an email to [promo@afcea.org](mailto:promo@afcea.org).

## **APPENDIX 6-C, Broadcast E-mail Promotion and Can Spam Legislation**

The following information regarding E-mail Spam legislation for US chapters should not be taken as either legal advice or a legal opinion, but rather a guideline for chapters that use promotional E-mail broadcasts. The guideline describes how AFCEA International currently handles the use of promotional E-mail broadcasts or commercial electronic mail messages to its members for event related functions. Further, it is AFCEA's understanding that Congress did not intend for communications between tax-exempt associations and charities and their respective members and donors to be affected by the new law provided that the communication is in furtherance of the organization's exempt purpose.

### **What is a "commercial electronic mail message?"**

The term commercial electronic mail message is defined as "any electronic mail message the primary purpose of which is the commercial advertisement or promotion of a commercial product or service (including content on an Internet website operated for a commercial purpose)."

### **What does AFCEA International do to comply with the rules of the legislation?**

The law establishes three criteria for e-mail when messages are commercial in nature:

1. "Clear and conspicuous identification that the message is an advertisement or solicitation" (not necessarily in the e-mail subject line; this requirement does not apply if the sender receives "affirmative consent" from the recipient to send the e-mail)
2. An ability to "opt-out" electronically from future emails of this nature
3. A valid postal/physical address of the sender

Also note that once someone "opts out" of receiving future commercial e-mail messages, the new law prohibits the sender of the e-mail from transferring or releasing that "opted out" e-mail address to anyone for any purpose.

It has always been AFCEA International's policy to fiercely protect personal identifiable information that its members have provided in their member profiles. AFCEA does not sell member information to anyone. Member personal information is not shared with third parties other than those acting as agents of the association.

Broadcast e-mails are proven to be one of the most effective ways to communicate with members. The following three articles offer suggestions on creating content and format for your emails.

### **Back to E-Mail Basics**

E-mail pointers to help you get your message read.

[http://www.clickz.com/experts/em\\_mkt/em\\_mkt/article.php/3503111](http://www.clickz.com/experts/em_mkt/em_mkt/article.php/3503111)

### **E-Mail Creative Checklist**

Tips on file size and writing text.

[http://www.clickz.com/experts/em\\_mkt/em\\_mkt/article.php/3520491](http://www.clickz.com/experts/em_mkt/em_mkt/article.php/3520491)

**E-Mail Creative: The HTML/Text Struggle**

The debate over whether to send plain text or html encoded e-mails.

[http://www.clickz.com/experts/em\\_mkt/em\\_mkt/article.php/3443361](http://www.clickz.com/experts/em_mkt/em_mkt/article.php/3443361)

## **APPENDIX 6-D, Website Suggestions**

Creating and maintaining a website is not easy. Here are three articles packed with helpful hints on how to make the most of your website.

### **The Six Rules of Web Writing**

How does Web writing differ from the usual business writing you have done? Web-writing coach Merry Bruns helps you tap-tap your way to compelling Web content.

<http://www.gwsae.org/executiveupdate/2003/November/web.htm>

### **What Does Your Web Site Say about Your Association?**

#### **Building an Award-Winning Web Site**

Associations spend significant time and effort developing and maintaining their Web sites. How can they tell if they are on the right track?

<http://www.gwsae.org/executiveupdate/2004/May/web.htm>

### **Look Ma', No Web!**

For many associations, their Web site is the only way they digitally communicate with the public. As the Web has matured over the last five years, however, it has become more difficult to effectively use a static Web site as a promotional tool. Web users have become more sophisticated. Marketers and hackers continue to frustrate users with pop-up ads, spam, and viruses. It's time to revamp your association's digital strategy.

<http://www.gwsae.org/executiveupdate/2004/February/web.htm>

## **APPENDIX 6-E, Event Calendars**

A list of calendar links hosted on other websites can be found at:

[http://www.afcea.org/membership/chapters/other\\_calendars.xls](http://www.afcea.org/membership/chapters/other_calendars.xls)

A list of trade magazine calendars can be found at:

[http://www.afcea.org/membership/chapters/trade\\_calendars.xls](http://www.afcea.org/membership/chapters/trade_calendars.xls)

If needed a free Microsoft Excel viewer can be downloaded at:

<http://www.microsoft.com/office/000/viewers.asp>

## APPENDIX 6-F, SIGNAL Magazine – Chapter News Submissions

Phone: (703) 631-6196; Fax: (703) 631-6188; E-mail: [chapnews@afcea.org](mailto:chapnews@afcea.org); Web: **EDITORIAL POLICY: Chapter News must be received by the 20th of the month two months prior to publication date.**

### KEYS TO CHAPTER NEWS: ACCURACY, INTEREST, BREVITY

- The 20th day of the month two months prior to publication is the cutoff date for chapter material. For example, March Chapter News is due by January 20. No exceptions. Check out the Chapter News Schedule for specific dates.
- No submission will run for an event that took place more than 60 days before the Chapter News Deadline. For example, submissions for the December issue (deadline: October 20) must be from meetings no earlier than August 20.
- The fastest and simplest way to submit a Chapter News item is to use the "Submit a Chapter Writeup Electronically" option at [www.afcea.org/signal/chapternews](http://www.afcea.org/signal/chapternews). Otherwise, email the information to [chapnews@afcea.org](mailto:chapnews@afcea.org)
- A writeup--not just captions-- must be included. The writeup should contain meeting details, including date, topic of featured speaker, award presentations, etc.
- Each chapter is allowed up to 150 words per meeting. Focus on members, awards, chapter's accomplishments and the speaker's remarks. Material will be edited to SIGNAL style for clarity and length. Three photographs per meeting are allowed. Symposia and conferences might receive fuller coverage with a maximum of 250 words and five photographs.
- Identify attendees in writeups or captions by full name, rank and branch of service or affiliation. The chapter contact will be notified about missing information by telephone or E-mail and must supply the information by that month's deadline.
- Unless sporting/social events are held to benefit a scholarship fund, they will not be included in the section. Symposia and science fairs will receive coverage.
- Always provide a contact name, address and telephone number.
- E-mail text and photographs when possible. Please label the subject line of your E-mail in all capital letters "CHAPTER NEWS" and send it to [chapnews@afcea.org](mailto:chapnews@afcea.org).
- If you submit your writeup electronically, please indicate how many pictures, and include caption material.

### *PHOTOGRAPHS AND CAPTIONS*

- A maximum of three photographs per meeting is permitted. In addition, no chapter may feature more than five photographs in any one month--regardless of the number of meetings covered.
- Good quality photographs will be used, unless they duplicate subject matter. To avoid redundancy, group award winners into a single, quality photograph.
- Captions must include full name, rank and branch of service or company affiliations. *SIGNAL* reserves the right not to run photographs if quality is poor or if complete identification is not provided upon submission. Identify figures in photographs as left or right, center, standing, etc.
- Photographs in which drinks are within view will not be published.
- *SIGNAL* will accept electronic images of at least 200 dots per inch in JPEG, GIF, BMP or TIFF format; however, file quality and formatting problems can prevent the use of some of these images in publication.
- Electronic image file names must correspond directly to caption material. These guidelines will help ensure that photographs sent electronically can be matched accurately to the correct chapter and event and will help prevent problems with file formats and sizes.

### ***COMMON PROBLEMS***

- Limit one meeting writeup to each submission. Do not group multiple events together.
- Include branch of service for all military personnel. The editor cannot assume that all military attendees at an Augusta-Fort Gordon event are in the U.S. Army, for example.
- Spell out all acronyms no matter how obvious the meaning is to you.
- Submit the writeup no later than 60 days after the meeting date.
- Double check the spelling of all names. Often a name will be spelled two different ways in the same writeup.
- If submitting photographs in hard copy and identification is written on the backs of photos, please separate them with a sheet of paper. Often the writing on the back of one photo smears on the front of the next photo, ruining it for publication.
- Submit clear, sharp color or black-and-white photos. Avoid Polaroid shots. Get close to the subject.
- Photographs will not be returned.

### ***CHAPTER ADVERTISEMENTS***

**Promote your chapter events in *SIGNAL***



If your chapter is holding a special event (i.e. a conference or symposium), you can publish a free advertisement up to three times in the Chapter News section of SIGNAL Magazine, on a space-available basis.

It is very important to plan ahead as the magazine is prepared two months prior to the publication date. Advertisements must be received no later than the 20th of the month two months prior to publication date. See Chapter News Schedule for specific dates for each issue.

Chapters have three options for submitting information for free advertisements for the Chapter News section:

### **Camera Ready**

Chapters can submit a camera-ready advertisement; the measurements are 27 1/2 picas across by 30 picas down, or 4-9/16 inches across by 5 inches down.

### **On Disk**

The second option is to submit an advertisement on a Zip or compact disk. Submit any text, graphics or camera-ready artwork to the Chapter News Editor, who will forward all to the Art Director for in-house design.

### **Via E-mail**

Advertisements may also be submitted via E-mail to [chapnews@afcea.org](mailto:chapnews@afcea.org). Simply type text into the E-mail memo or cut and paste it onto the E-mail screen. The text will be forwarded to the Art Director for in-house design. Complete advertisements may be sent as E-mail attachments.

Send all advertisement copy to:

SIGNAL Magazine  
Chapter News Editor  
4400 Fair Lakes Court  
Fairfax, VA 22033-3899  
Telephone: (703) 631-6196  
Facsimile: (703) 631-6188  
[chapnews@afcea.org](mailto:chapnews@afcea.org)

## ***CHAPTER NEWS CHECKLIST***

**When covering a chapter event, it's easy to leave out some of the details. Below is a list of items that should be included in each Chapter News write-up. You might find it helpful to review**

**this list before submitting your write-up to ensure that the Chapter News submission form includes all the necessary information.**

- **A 150-word write-up about a chapter meeting or a special 250-word write-up about conferences or symposia.**
- **Up to three pictures for 150-word write-ups or up to five pictures for special 250-word write-ups.**
- **First name of everyone mentioned on the form in the write-up or in captions.**
- **Titles for those mentioned in the write-up or in captions.**
- **Branch of service for anyone listed in the write-up or in captions.**
- **Location (city and state) of every business or school mentioned.**
- **Date of the meeting.**
- **Numbers on the photographs correspond with the captions.**
- **People are identified left to right in the captions for each photograph.**
- **Point of contact, telephone and facsimile number, and e-mail address appear on the Chapter News submission form.**

### ***CHAPTER NEWS SUBMISSION DEADLINES***

<b>ISSUE DATE</b>	<b>ARTICLE DEADLINE</b>	<b>MEETING DATES</b>
September	July 20	May 20
October	August 20	June 20
November	September 20	July 20
December	October 20	August 20
January	November 20	September 20
February	December 20	October 20
March	January 20	November 20
April	February 20	December 20
May	March 20	January 20
June	April 20	February 20
July	May 20	March 20
August	June 20	April 20

#### **ISSUE DATE**

The Issue Date refers to the issue in which Chapter News submissions will appear.

**ARTICLE DEADLINE**

The Article Deadline is the closing date for all write-ups, photographs and Chapter advertising to be submitted to SIGNAL Magazine. The deadline is the 20th of the month two months prior to publication. If the 20th falls on a weekend or holiday, the deadline becomes the next business day.

**MEETING DATE**

The Meeting Date is the earliest date for which a chapter event will receive coverage in a specific issue. Chapter events occurring before the Meeting Date deadline will not be accepted.

# CHAPTER NEWS SUBMISSION FORM

(Submissions must be typewritten)

Chapter Name: \_\_\_\_\_ Meeting Date: \_\_\_\_\_

Your name: \_\_\_\_\_ E-mail Address: \_\_\_\_\_

Daytime Telephone Number: \_\_\_\_\_

Summary of Meeting (150 word limit; focus mainly on chapter business, awards, etc.)

Please define all acronyms used here:

Guest Speaker(s):

Speaker's Full Name	Position	Rank	Branch of Service	Organization

On the Back:

**Photograph Caption &**

**Identification** (Limit three photographs per meeting):

Please complete the following charts and caption areas to ensure that we have the correct information for identification of people and events that appear in photographs.

(over)

Please Mail completed form to:

SIGNAL, Chapter News Editor, 4400 Fair Lakes Court, Fairfax, VA 22033-3899  
FAX: (703) 631-4693 E-mail: chapnews@afcea.org On-line: <http://www.us.net/signal>

**Photograph #1—Caption:**

<b>Indicate Position in Photograph:</b> (l), (r), (l to r) (sitting), (standing)	<b>Full Name</b>	<b>Rank</b>	<b>Branch of Service</b>	<b>Organization</b>

**Photograph #2—Caption:**

<b>Indicate Position in Photograph:</b> (l), (r), (l to r) (sitting), (standing)	<b>Full Name</b>	<b>Rank</b>	<b>Branch of Service</b>	<b>Organization</b>

**Photograph #3—Caption:**

<b>Indicate Position in Photograph:</b> (l), (r), (l to r) (sitting), (standing)	<b>Full Name</b>	<b>Rank</b>	<b>Branch of Service</b>	<b>Organization</b>

**Please Mail completed form to:**

**SIGNAL, Chapter News Editor, 4400 Fair Lakes Court, Fairfax, VA 22033-3899**  
**FAX: (703) 631-6188 E-mail: chapnews@afcea.org On-line: <http://www.afcea.org/signal>**

# APPENDIX 6-G, Request for Promotional Copies of SIGNAL Magazine

DATE: \_\_\_\_\_ ORDERED BY: \_\_\_\_\_

CHAPTER: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

EVENT DATE: \_\_\_\_\_

MUST ARRIVE BY DATE: \_\_\_\_\_

EVENT TITLE: \_\_\_\_\_

EVENT LOCATION: \_\_\_\_\_

MAILING ADDRESS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

IN CASE OF QUESTIONS, CONTACT:

\_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

SIGNAL ISSUE DATE NEEDED: \_\_\_\_\_

NUMBER OF ISSUES NEEDED: \_\_\_\_\_

NOTES:

HOW SENT: \_\_\_\_\_

DATE SENT: \_\_\_\_\_

POSTAGE AMOUNT: \_\_\_\_\_

## APPENDIX 6-H, Calendar Submission Form Fields Explanation

\* Denotes Required Field.

<b>* Event Frequency:</b>	Give you ability to submit recurring events. Choices are: One Time Event Recurring Weekly Event Recurring Monthly Event Occurring on the Same Day of the Month Recurring Monthly Event Occurring on the Same Week of the Month Recurring Yearly Event Occurring on the Same Day of the Year Recurring Yearly Event Occurring on the Same Week of the Year
<b>* Start Date of Event:</b>	Format as MM/DD/YYYY
<b>* Number of Days of Event:</b>	Please enter whole numbers – system will not accept 2.5
<b>Event Recurs Until:</b>	Depends on event frequency
<b>* Sponsoring Organization:</b>	Enter chapter name. Calendar viewers may search by event organizer.
<b>* Event Type:</b>	Specifically used for National Capital Region (NCR) Chapters to avoid scheduling conflicting events. Choices are: Fenced AFCEA HQ Event Avoided AFCEA HQ Event (Call RVP for Exception) Nova-Washington Chapter Event Unfenced AFCEA HQ Event Belvoir-Bethesda-CentMD Chapter Event Non-NCR Chapter Event Other
<b>* Event Name:</b>	Included in keyword search
<b>Event Description:</b>	Free form – please pay attention to spelling
<b>* Event Category:</b>	Choose the category of event. Calendar viewers may search by category. Conference Conference and Expo Symposium Luncheon Breakfast Golf Event Social Event Fund Raiser/Benefit PDC Course Other
<b>* Event Sponsor:</b>	Chapter Name, Co-sponsor information, Government Agency, etc.
<b>* Event Subject:</b>	Included in keyword search. Please enter multiple keywords using one space per word; do not use commas.
<b>Event Speaker:</b>	
<b>Event Website URL:</b>	Please enter websites using http://www.
<b>Event Theme:</b>	Included in keyword search.
<b>* Event Venue:</b>	Specific location (e.g. Marriott Wardman Park)
<b>* City:</b>	Calendar viewers may search by location.
<b>* Country:</b>	
<b>* State/Province:</b>	
<b>Event Contact Person:</b>	Although the contact fields are not required, please provide either a

<b>Event Contact Phone:</b>	website or a contact phone or email for further information.
<b>Event Contact E-Mail:</b>	
<b>* Submitter Name:</b>	Submitter information is for internal use only; it is not published in the calendar.
<b>* Submitter Phone:</b>	
<b>* Submitter E-Mail:</b>	