

BYLAWS OF
THE NORTHWEST ARKANSAS CHAPTER OF
THE MILITARY OFFICERS ASSOCIATION OF AMERICA

Revision 2025-01

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ARTICLE I - NAME

The name of this organization shall be the Northwest Arkansas MOAA Chapter, hereinafter referred to as the Chapter. NWA MOAA Chapter may be used to refer to the Chapter in correspondence after the complete Chapter name is once given.

ARTICLE II - MISSION

The mission of the Chapter is to foster camaraderie and fellowship among commissioned or warrant officers of the uniformed services who are serving or have served on active duty, national guard, or reserve components; protect the rights and interests of said personnel and their family members and survivors; provide useful services for Chapter members and their family members and survivors; serve the community and the nation; and promote the purposes and objectives of the Military Officers Association of America (MOAA).

ARTICLE III - STATUS

Section 1: The Chapter is a 501(c)(3) nonprofit organization operated exclusively for the mission specified in Article II above. The Tax Identification Number (TIN) is 47-5390089.

Section 2: Elected officers, appointed officers, and leadership positions shall not receive any compensation for their services; but the Board of Directors may authorize reimbursement of expenses incurred in the performance of their duties. Requests for reimbursement must be submitted to the Chapter Treasurer within 60 days of purchase with an itemized list of items purchased.

Section 3: Nothing herein shall constitute members of the Chapter as partners for any purpose. No member, officer, or agent of the Chapter shall be liable for acts or failures to act on the part of any other member, officer, or agent. Nor shall any member, officer, or agent be liable for acts or failures to act under these Bylaws, excepting only acts or failures to act arising out of willful malfeasance or misfeasance.

Section 4: The Chapter shall use its funds only to accomplish the mission specified in Article II above, and no part of said funds shall be misused. Funds distributed to members must be approved by the Board.

Section 5: In the event of dissolution of the Chapter and after the discharge of all liabilities, the remaining assets shall be given to a nonprofit organization whose purposes and objectives are like those of the Chapter, such organization to be decided by a majority vote of the Board of Directors.

Section 6: As a Chapter affiliated with MOAA and with the Arkansas Council of Chapters, the Chapter will maintain close relations with both organizations. However, such affiliation does not authorize MOAA or the Arkansas Council of Chapters to participate in the organizational or managerial affairs of the Chapter unless requested by the Chapter.

ARTICLE IV - MEMBERSHIP

Section 1: The membership of the Chapter shall be composed of men and women who are serving or have served on active duty, national guard or reserve components as a commissioned or warrant officer in one of the eight U.S. uniformed services (Army, Navy, Air Force, Marine Corps, Space Force, Coast Guard, National Oceanic and Atmospheric Administration, and Public Health Service) as well as survivors of any deceased individuals who would, if living, be eligible for membership. ROTC seniors and juniors are also eligible for membership.

Section 2: Subject to the provisions of Article IV, Section 1, membership shall be of two classes: regular and honorary. Honorary membership does not convey voting rights, payment of dues, or inclusion in the official Chapter roster.

- a. Regular membership is open to active duty, former, and retired; and National Guard and Reserve commissioned and warrant officers of the uniformed services, as noted in Section 1, and their surviving spouses as well as third or fourth-year students participating in a service Reserve Officer Training Corps (ROTC) Program at an accredited four-year college or university are eligible to join.
- b. Honorary members are those for which the Board of Directors have recognized for their exemplary service to the nation, the community, or the Chapter and are not considered regular Chapter members.

Section 3: Applications for regular membership can be submitted at any time to the Chapter Membership Chair. Members shall submit recommendations for honorary membership in writing to the Chapter Membership Chair. The Membership Chair will advise the Board of Directors of newly enrolled Regular members at regularly scheduled Board meetings. The Board may accept or reject any application or recommendation for membership.

Section 4: The Board of Directors may drop any member for good and sufficient cause after that member has been given an opportunity to be heard, if requested.

Section 5: Regular members are strongly encouraged to hold membership in the Military Officers Association of America (MOAA).

ARTICLE V - DUES

Section 1: The amount of the annual membership dues for the next calendar year shall be determined by the Board at the November Board meeting.

Section 2: Following is the timeline for collecting Chapter dues:

- a. The requirement for Chapter members to pay next year's dues will be communicated:
 - 1) Included in the December dinner announcements.
 - 2) Announced at the December dinner meeting.
 - 3) Via an "email blaster" from the Secretary to all members on or before December 31.
- b. These announcements will include the amount of the dues and the April 30 deadline to pay dues.
- c. During the month of May, the Second Vice President will contact all Chapter members who have not paid their dues. Follow-up in June with any Chapter members who haven't paid.
- d. During the month of July, the President will contact all Chapter members who have still not paid their dues.
- e. During the month of December, the Secretary will contact all Chapter members who have still not paid their dues to inform them that two years of nonpayment will result in termination of Chapter membership.

Section 3: The Board of Directors may, without further notice and further hearing, drop any member from the Chapter rolls for failure to pay annual dues for two (2) consecutive years. The member shall thereupon forfeit all rights and privileges of membership.

Section 4: Any Chapter member who has been dropped for nonpayment of dues may be reinstated upon reapplication for membership and payment of annual dues for the current year.

Section 5: New members joining the Chapter will pay their membership dues in full the year they join; however, new members joining after the 1st of September will have dues for that year waived until the new year. At the beginning of the year, all members' dues will become due for that calendar year.

Section 6: Members who are in the ROTC program at the University of Arkansas will not have to pay Chapter dues until being commissioned. At which time payment of membership dues is required if the individual remains in the Chapter.

Section 7: Surviving Spouse members are exempt from paying chapter dues unless they opt to serve as a Chapter-elected or appointed officer.

ARTICLE VI - VOTING

Section 1: Except as otherwise provided in these Bylaws, all questions brought before the membership by the Chapter President shall be decided by a majority vote of the regular members present.

Section 2: It will be at the discretion of the Board of Directors to bring before the Chapter membership the adoption of any resolutions, establishment of positions in the name of the Chapter or any other such matters, for a majority voice vote of the regular members present at any Chapter meeting.

Section 3: Only regular members in good standing (Chapter dues are current) and spouses who are on the Board of Directors may vote at a meeting of the Chapter.

Section 4: Proxy voting shall not be permitted at any meeting of the Chapter.

ARTICLE VII - MEETINGS

Section 1: Regular meetings of the Chapter shall be held during the months of February, April, June, August, October, and December of each calendar year unless otherwise decided by the Board of Directors. Notice of each meeting shall be emailed or postal mailed to each member at least 12 days in advance and may be included in the applicable Chapter Newsletter prior to the meeting.

Section 2: There shall be an annual meeting of the Chapter during the December dinner meeting for the presentation of annual reports as required, announcement of annual dues for the next calendar year, and the transaction of other business. The installation of officers and directors shall take place at the annual meeting as required. Notice of the December annual meetings shall be emailed or postal mailed to each member at least 12 days in advance and may be included in the November/December Chapter Newsletter.

ARTICLE VIII – BOARD OF DIRECTORS

Section 1: The Board of Directors shall be composed of the five elected officers (President, First Vice President, Second Vice President, Secretary, and Treasurer), the Immediate Past President, and five appointed officers (Legislative Affairs Officer, Personal Affairs Officer, Membership Chair, Surviving Spouse Liaison, and Public Relations Officer) - a total of eleven (11) Board positions. Leadership positions are not on the Board of Directors but are encouraged to participate in Board activities as non-voting participants. These are: Scholarship Coordinator, ROTC Liaison Officer, & Flag Education Coordinator.

Section 2: The Board of Directors shall have supervision, control, and direction of the affairs of the Chapter, shall determine its policies or changes therein and, within the limits of the Bylaws, shall actively prosecute its mission, and shall have discretion in the disbursement of its funds. It may adopt such rules and regulations for the conduct of its business as may be deemed advisable and may, in the execution of the powers granted, appoint such agents as it may consider necessary.

Section 3: The Board of Directors shall meet upon the call of the President at such times and places as the President may designate or shall be called to meet upon demand of a majority of Board members. Notice of each meeting of the Board of Directors shall be emailed or postal mailed to each member of the board at least 12 days in advance, or as determined at the Board meeting prior to the meeting in question. Board members not present at the prior Board meeting will be notified in accordance with the 12-day notice as stated above. The Board of Directors will strive to meet a minimum of six (6) times during the calendar year on odd numbered months-- January, March, May, July, September, and November.

Section 4: A minimum of 50% of the Board members, not positions as some positions may be unfilled or some members may occupy multiple Board positions, shall constitute a quorum at any meeting of the Board.

Section 5: Motions for action and other questions from the Chapter membership shall be presented to any member of the Board of Directors for consideration at a subsequent Board meeting. All motions or questions coming before the Board shall be decided by a majority voice vote of the Board members present, with each member of the Board present being entitled to one vote. Proxy voting shall not be permitted.

Section 6: Occasionally, it may become necessary to conduct a simple majority Electronic Vote (when a special board meeting is deemed not necessary) at the request of the President. This type of voting will only be for "time-sensitive" matters. The final vote will become an official attachment to the minutes of the next Board of Directors meeting.

Section 7: Board of Director meetings are always open to all Chapter regular members. However, bringing guests is discouraged unless all Board members have agreed in advance to having a specific guest at a Board meeting for a specific purpose.

Section 8: The Board of Directors (Elected and Appointed Officers), and Leadership Positions have four common responsibilities as listed below. These are in addition to those listed in Article IX:

- a. Submit information for publication in the Chapter's bimonthly newsletter when relevant and applicable. Include pictures, when available.
- b. Submit written reports for Board of Director meetings when the officer cannot attend in person. Submitting "Nothing Significant to Report" is acceptable, but not encouraged.
- c. Perform other duties at the direction and in collaboration with the Chapter President.
- d. Communicate with the Chapter's Officers (Elected, Appointed and those in Leadership Positions) on any and all items, proposals, or information that will help achieve the purposes of the Board and the Chapter.

ARTICLE IX – OFFICERS

Section 1. ELECTED OFFICERS:

- a. PRESIDENT is the principal officer of the Chapter and shall:
 - 1) Preside over meetings of the Chapter and of the Board of Directors.
 - 2) Represent or ensure Board member representation to State and National MOAA events, community events sponsored or supported by the Chapter, and other activities as needed or required.
 - 3) Solicit and/or appoint members to fill vacancies of the Board's Elected and Appointed Officers, as well as Leadership Positions.

- 4) Provide a draft agenda for both Board of Director and Regular Membership meetings to the Board for coordination and their prior knowledge of requests of the President and overall situational awareness.
 - 5) Provide newsletter and other messages to the Chapter on an as needed basis.
 - 6) Work with the Secretary to provide all required information to MOAA National as required or needed.
 - 7) Coordinate New Member Sponsorship Program for new members' first Chapter Dinner and assign an existing member to each new member to welcome them into the chapter.
- b. FIRST VICE PRESIDENT shall:
- 1) Assume the office of the President in the event of either a temporary or permanent disability/absence.
 - 2) Prepare and submit the Chapter's submission of the MOAA Levels of Excellence Award in collaboration with the Board of Directors.
 - 3) Coordinate all guest speakers and/or entertainment for each Chapter Dinner with Board agreement.
 - 4) Coordinate the venue/location of regular membership dinner meetings with the approval of the Board. This will include all communications regarding the number of attendees, any special requirements/needs, and relaying any constructive comments regarding the dinner.
 - 5) In coordination with the Second Vice President, conduct an audit of the Chapter's financial records within 30 days of the installation of a new Chapter President.
- c. SECOND VICE PRESIDENT shall:
- 1) Assume the office of the First Vice President in either temporary or permanent disability/absence. Serve as President in the event the current President and 1st Vice President are unable to perform their assigned duties on a permanent or temporary basis.
 - 2) Prepare and submit the Chapter's submission of the Col Marvin J. Harris Communications Award in collaboration with the Newsletter editor.
 - 3) Conduct annual member canvassing of delinquent membership dues in coordination with Membership Chair.
 - 4) Work with Treasurer to ensure each dinner has been reconciled and notify all non-payment members about honoring their monetary obligation to the Chapter.
 - 5) Work with Chapter President on new members coming to Chapter Dinners to include introductions with sponsors and ensure nametags (temporary or permanent) are being used to enhance interaction.
 - 6) In coordination with the First Vice President, conduct an audit of the Chapter's financial records within 30 days of the installation of a new Chapter President.
- d. SECRETARY shall:
- 1) Provide timely written notification (email or postal mail) of all meetings of the Chapter and of the Board of Directors.
 - 2) Maintain minutes of all Board of Directors meetings.
 - 3) Prepare such correspondence as might be required for the Chapter.
 - 4) Maintain the Chapter's correspondence files.
 - 5) Safeguard all important records, documents, and valuable equipment belonging to the Chapter.
- e. TREASURER shall:
- 1) Maintain a record of all funds received and expended by the Chapter.
 - 2) Make such disbursements as are authorized by the Board of Directors.

- 3) Deposit all funds received in a financial institution approved by the Board of Directors.
- 4) Prepare a financial report for each Board of Directors meeting and for the December annual meeting as required.
- 5) Ensure that funds are withdrawn from the Chapter's account in the financial institution only upon the signature of the Treasurer or President.
- 6) Ensure that all funds, books, and vouchers in the custody of the Treasurer are always available for inspection and verification by the Board of Directors.
- 7) Prepare and submit any required reports to the Internal Revenue Service (IRS).
- 8) Work with Chapter 2nd Vice President to ensure all members have honored their obligation for all Chapter Dinners.
- 9) Prepare, at the conclusion of each Chapter Dinner Meeting, a financial reconciliation and provide it to the Board of Directors.
- 10) In coordination with Membership Chair & 2nd Vice President, ensure all membership dues collected are deposited into the Chapter's account.
- 11) Maintain the Chapter's Financial Records for the past six (6) years.

Section 2. APPOINTED OFFICERS:

- a. **LEGISLATIVE AFFAIRS OFFICER shall:**
 - 1) Establish and maintain contact with MOAA National, state, and regional Legislative Affairs Officer(s) to coordinate mutual efforts to influence state and national level legislation affecting all 8 Uniformed Services and service-earned entitlements.
 - 2) Establish and maintain contact with local, state and national level legislators and/or their staff to communicate (in coordination with state/regional and national MOAA leadership) MOAA legislative priorities and MOAA initiatives affecting all 8 Uniformed Services and service-earned entitlements.
 - 3) Communicate on a regular and recurring basis with Board of Directors and membership regarding local, state and national legislative actions.
 - 4) Join and actively participate in the MOAA's Quorum – Legislative Action Center.
 - 5) Encourage Chapter members to join MOAA's Quorum – Legislative Action Center.
- b. **PERSONAL AFFAIRS OFFICER shall:**
 - 1) Send sympathy cards to all members or spouses who lose their spouse.
 - 2) Send get well cards to members or spouses who are hospitalized or have a serious illness/injury.
 - 3) Maintain a record of cards sent to ensure proper tracking and follow-up.
 - 4) Conduct a short presentation approximately once each year on the importance of preparing and maintaining a family personal affairs folder.
 - 5) Create a library of personal affairs publications, including MOAA's personal affairs publications.
- c. **MEMBERSHIP CHAIR shall:**
 - 1) Establish program/procedures to retain existing members and recruit new ones.
 - 2) Coordinate with the Secretary regarding changes to the Chapter membership roster.
 - 3) Provide requisite reports on membership to the Board of Directors.
 - 4) Be thoroughly familiar with MOAA National Headquarters Chapter Recruiting Programs particularly adding and deleting members as occurring using the Committee Module (CM) software.
 - 5) Access MOAA National's Non-Real Time (NRT) Report for potential new members every month.
 - 6) Coordinate, or assist in coordination, all events and activities that are solely focused on gaining new members to the Chapter.

- d. PUBLIC RELATIONS OFFICER shall:
 - 1) Submit Chapter dinner announcement to the Arkansas Democrat-Gazette for publication in the Club News section of the newspaper and serve as the point of contact for anyone responding to the announcement.
 - 2) Serve as Chapter representative to the Northwest Arkansas Veterans' Coalition and coordinate with the Board of Directors for Chapter topics to brief prior to each meeting.
 - 3) Submit pictures and news articles to Arkansas Democrat-Gazette and MOAA National that highlight Chapter activities.
 - 4) Maintain relations with Public Relations Officers from other veterans' organizations throughout our area.
 - 5) Post significant events and activities of the chapter to social media.
- e. SURVIVING SPOUSE LIAISON shall:
 - 1) Serve as the liaison/central point of contact for surviving spouse members with national MOAA and all other applicable organizations and be familiar with all programs backed by MOAA and understand all materials that are available.
 - 2) Join MOAA's Virtual Chapter for Surviving Spouse to stay up to date on new and changing programs for spouses.
 - 3) Advise the Board of Directors of any upcoming events that could benefit Chapter Surviving Spouse members.
 - 4) Work in conjunction with the Personal Affairs Officer with sending sympathy cards to all spouses dealing with the loss of a chapter member.
 - 5) Work directly with the national association's Surviving Spouse Advisory Committee (SSAC).
 - 6) Reach out to all Surviving Spouse members to personally invite them to chapter dinners and/or other special events.
 - 7) Work with Membership Chair in recruiting Surviving Spouse members.
 - 8) Provide information to recent surviving spouses about MOAA membership and invite them to join or come to Chapter events.

Section 3: LEADERSHIP POSITIONS (Non-Voting Board Members):

- a. SCHOLARSHIP COORDINATOR shall:
 - 1) Provide information to the Chapter membership concerning the annual scholarship fund drive (prior to the October regular meeting).
 - 2) Coordinate with the treasurer concerning the fund account and the Board of Directors regarding the number of scholarships to distribute.
 - 3) Solicit scholarship board members and conduct each board to determine recipients.
 - 4) Distribute scholarship checks to recipients.
 - 5) Solicit select recipients to attend regular chapter meetings as its honored guests.
 - 6) Notify the University of Arkansas Scholarship Office about all students receiving a scholarship from the Chapter. Information includes student ID number, student name, and amount of scholarship.
 - 7) Provide periodic updates to the Board of Directors.
- b. ROTC LIAISON OFFICER shall:
 - 1) Establish contact with the AROTC Professor of Military Science (PMS) and AFROTC Professor of Aerospace Science (PAS) at the University of Arkansas; and the Bentonville High Schools NJROTC Senior Naval Instructor (SNI) prior to the beginning of each Academic Year.
 - 2) Maintain contact with PMS, PAS, SNI throughout the Academic Year.
 - 3) Coordinate participation of the Chapter in ROTC events and activities (e.g. Award Ceremonies, Commissioning Ceremonies, panel discussions, classroom guest

speakers, Dining Outs, NJROTC Change of Command Galas, NJROTC Navy Birthday Celebrations, and others).

4) Maintain stockage of MOAA mementoes (i.e. Second Lieutenant bars, copies of U.S. Constitution, award medals and ribbons, and certificates) to support ROTC events and activities throughout the Academic Year.

5) Provide MOAA Award (certificate, medal, and ribbon) to ROTC departments for presentation to the junior cadet awardee as selected by the ROTC cadre.

6) Present the MOAA Award at the Award Ceremony or coordinate for another Chapter member to do so. (Comments from the presenter at the NJROTC ceremony are customary, but not at the University's Award Ceremonies.)

7) Coordinate the Chapter's participation in the AROTC and AFROTC departments' Commissioning Ceremonies.

8) Present Chapter mementoes (Second Lieutenant bars, certificate, and copy of the U.S. Constitution) to each new Second Lieutenant or coordinate for a Chapter member to do so. Be prepared to make brief comments. (Comments from the presenter are customary.)

9) Manage the Chapter's ROTC Mentorship Program.

10) Coordinate the ROTC Mentorship Program with AROTC PMS, AFROTC PAS, and each departments' Cadet Commanders at the beginning of each Academic Year.

11) Visit ROTC classes to describe the Mentorship Program and encourage participation.

12) Identify volunteer mentors from the Chapter and link them with cadets participating in the program in coordination with the Cadet Commanders.

13) Coordinate the participation of one or more AROTC and AFROTC cadets to attend the Chapter's bimonthly dinners.

14) Provide periodic updates to the Board of Directors.

c. FLAG EDUCATION COORDINATOR shall:

1) Maintain a contact list of school principals and teachers in Washington and Madison Counties. Include the school's name, email, and phone number.

2) Provide the current program summary describing the program for principals and/or teachers when requesting the class to be scheduled.

3) Maintain an adequate amount of program brochures and U.S. Flag lapel pins.

4) Ensure instructors are trained about our program goals and basic instructional techniques for public school students.

5) Contact the teachers or principals at each school to schedule a presentation throughout the current school year by email (1st attempt), phone call (2nd attempt), or in person (suggested 3rd attempt).

6) Perform follow-up with each school after the presentation to gain valuable feedback about the program.

7) Maintain a master schedule showing each school (public, charter, home school and private), the date/time of presentation, number of students, and primary instructor.

8) Provide periodic updates to the Board of Directors, as well as information for the chapter newsletter.

ARTICLE X – FILLING ELECTED OFFICER POSITIONS

Section 1: Elected Officer positions will be filled at the term completion of the serving elected officer. An announcement will be made in the September/October newsletter and at the October dinner meeting of elected officer positions to be vacated in the following year.

- a. Chapter members may present their desire to serve prior to the November Board meeting by communicating with any member of the Board of Directors. In the event no member volunteers to serve in a vacated position, the President will solicit the chapter membership for volunteers.
- b. Once a chapter member volunteers or agrees to serve on the Board, an email will go out to ALL members informing them of the potential board member.
- c. All nominations shall be voted upon by the Board of Directors at the November meeting. Subsequently, any elected position so filled by the Board of Directors shall be presented to the Chapter membership at the first Chapter meeting after the position is filled.
- d. Vacancies due to the inability of the serving officer to continue serving in their position, for whatever reason, shall be vetted in the same way as a through c above.

Section 2: Normally, a member shall not serve for more than a single two-year term in an elected officer's position. However, this provision may be waived if there are no volunteers to assume the office.

Section 3: The elected and appointed officers shall be installed biennially at the December annual meeting. Newly installed officers and directors shall take office on the 1st day of January of the calendar year to serve for a two-year term.

ARTICLE XI – SECURITY OF FINANCIAL RESOURCES

Section 1: The Board of Directors has responsibility for the Chapter's financial resources with check signature authority being with the Treasurer and one Board member designated as an alternate custodian as approved by the Board.

Section 2: As stated in Article IX, Section 1 e., the Treasurer will maintain primary responsibility for all financial records and exercise total transparency of all transactions to the Board of Directors.

Section 3: Checks may be written for any expenses identified in the Chapter's Annual Budget, once approved; however, the actual amount noted on the budget could change due to cost increases for the approved expenditure (e.g., the projected cost for 2LT bars may increase, within reason, due to inflation or different vendor; however, the number of 2LT bars reflected on the budget is still necessary for the program). All other expenses require the Board of Directors' approval and documented in board meeting minutes.

Section 4: The Treasurer will provide the Board of Directors with a copy of all receipts/invoices for payments made along with the bank reconciliation of all transactions prior to each board meeting. The Board of Directors will designate two members (members will rotate this duty and excludes the Treasurer) to perform a bi-monthly audit of the receipts/invoices to ensure that payments made match that shown on the bank reconciliation since the last Board meeting.

Section 5: Reconciliation of significant events (e.g., bi-monthly dinners, mentorship program, scholarship program, etc.) will be sent to the Board of Directors at the conclusion of each event. This report will show the complete transaction history to include how payment is received/made (e.g., cash, check, electronic transfer, etc.) and the individual/company either making payment to the chapter or payment made for services rendered.

Section 6: In the event the Treasurer is terminated or resigns, the alternate custodian will become the primary custodian of all financial records, account information, checkbook, and petty cash until

a new Treasurer is duly elected and installed by the Board of Directors. The Board of Directors shall appoint an alternate custodian from the Board of Directors on a temporary basis until the new Chapter Treasurer is nominated and approved.

ARTICLE XII – BUSINESS CONDUCT

Section 1: Procedures for the conduct of Board Meetings and Chapter Meetings not clearly written in these Bylaws will default to the current version of Robert’s Rules of Order.

Section 2: The American Flag shall be displayed and honored with the Pledge of Allegiance rendered at all Chapter Meetings along with the Chapter Banner.

Section 3: Invocation and benediction prayers will be performed at the beginning and end of each Board meeting and Chapter meeting.

ARTICLE XIII – AMENDMENTS

Section 1: Current Bylaws shall be reviewed biannually or when there is a change of the President.

Section 2: Each revision of the Bylaws shall be numbered and dated for tracking purposes (e.g., 2025-01, 2025-02, etc.).

This is to certify that these Bylaws were approved and adopted at the board meeting of the

NWA MOAA Chapter at (location) _____ on (date) _____

SIGNATURE

CHAPTER PRESIDENT

RANK & SERVICE COMPONENT