

The Salvation Army

MANUAL OF
ADVISORY
ORGANIZATIONS
AND
ARTICLES OF
ORGANIZATION

ADVISORY BOARD

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GENERAL INDEX

General Introduction 5
Organizational Procedures 11
Articles of Organization of
The Salvation Army Advisory Board 18

DETAILED INDEX

I. Name

1-1 Name 18

II. Purposes

2-1 Purposes 18
2-2 Legal Responsibility 19

III. Membership

3-1 Classifications of Membership..... 20
3-2 Term of Membership..... 20
3-3 Membership Recognition and Orientation 21
3-4 Resignation and Removal of Regular Members..... 21
3-5 Vacancies 21
3-6 Employees 22
3-7 Salvation Army Officers 22

IV. Meetings

4-1 Annual Meeting..... 22
4-2 Regular Meetings 22
4-3 Special Meetings 22
4-4 Quorum 23
4-5 Voting Rules 23
4-6 Representative Present 23
4-7 Notice of Meetings 23
4-8 Order of Business..... 23

V. Officers

5-1 Elections, Resignation and Removal 24
5-2 Duties of Officers 24

VI. Committees

6-1 Standing Committees and Special Committees 26
6-2 Committee Members 26
6-3 Term of Membership 27
6-4 Officers of Committees 27
6-5 Scheduling of Committee Meetings 27
6-6 Official Meetings 28
6-7 Responsibilities 28

VII. Finances

7-1 Funds Deposited Locally/Transmitted to THQ 30
7-2 Restrictions Relating to Property 30
7-3 Budgets 31

VIII. Other Advisory Organizations

8-1 Participation in Other Organizations 31
8-2 Board Coordination and Budgets 31
8-3 Designation of Members to Advisory Council 31
8-4 Term of Designee 31
8-5 Resignation and Removal 31
8-6 Vacancy & Successor 32

IX. Miscellaneous

9-1 Organization and Reorganization 32
9-2 Revision of Articles 32
9-3 Definitions 32
9-4 Sunday Observance 32

9-5	Conflict of Interest	32
9-6	Gratuities	33
9-7	Alcoholic Beverages.	33
9-8	Tobacco	33
9-9	Gambling.....	33
X. Appendix		
	Definition of Terms	34

GENERAL INTRODUCTION

Mission Statement

The Salvation Army, an international movement, is an evangelical part of the universal Christian church.

Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

United States Programs and Services

Millions of persons benefit each year from Salvation Army programs and services in the United States. These include spiritual programs; comprehensive youth and adult group activities; adult rehabilitation centers; family social services; residences and programs for senior citizens; crisis and emergency shelters and transitional housing for adults and families; job training and placement; residences for working adults; correctional services; Christmas assistance; missing persons services; homeless person services; day care centers; summer camps; after school recreation, education and character building programs at community centers; emergency and disaster services; and other various programs. Programs are adapted to local needs and subject to continuing evaluation, with new services established or shifts in focus determined according to community requirements and funding availability.

International Programs and Services

The international Salvation Army is at work around the world, operating with the same motivation through similar programs as in the United States. In developing nations where physical needs are particularly distressing, the Army provides a range of programs including evangelism, schools and education programs, job training, micro-credit, medical and hospital care, anti-human trafficking, children's homes, disaster response, refugee assistance and other social services. The Salvation Army in the United States, through its World Services, Office (SAWSO) seeks to give maximum professional support for the development and effectiveness of such vitally needed services in developing nations.

Community Volunteers

A major factor in the development and growth of Salvation Army programs and services has been the support given by community leaders throughout the country. This "army behind the Army" has interpreted community needs, explained the program and services to the community and provided financial assistance, fund raising and other support to the Army's efforts to render effective service. These friends give valued advice and assistance through their membership in organized groups such as advisory boards, advisory councils and committees, women's auxiliaries, and as program

and event volunteers.

Organization

In the United States, The Salvation Army is organized into four territories: the Central Territory, with headquarters in Hoffman Estates, Illinois, Eastern Territory in West Nyack, New York, Southern Territory in Atlanta, Georgia, and Western Territory in Long Beach, California. The four territories are coordinated by national headquarters in Alexandria, Virginia. The Commissioners' Conference, consisting of all Commissioners serving at National Headquarters or in any of the territories in the United States of America, the National Chief Secretary and the respective USA Territorial Chief Secretaries, who shall have been duly appointed as members of the Commissioners' Conference by the General of The Salvation Army, establishes policies for The Salvation Army in the United States.

Coordination

Public relations, community relations, and fund raising are coordinated by the divisional headquarters under the guidance of territorial headquarters. In communities where there are multiple corps and services, coordinating councils work to assure cooperation and the smooth and effective functioning of programs.

Corporate Responsibility

The properties of The Salvation Army are owned by, and its programs are conducted through, nonprofit religious and charitable corporations. The Salvation Army National Corporation, a New Jersey corporation qualified in Virginia, is the corporation instrumentality of National Headquarters. The Illinois, New York, Georgia and California corporations, each having the name "The Salvation Army," are the principal corporations for the Central, Eastern, Southern and Western Territories respectively. The Salvation Army utilizes a number of other corporations for particular purposes, such as HUD-funded residential programs.

Corporate Officers

The national commander is the chairperson of the board of all Salvation Army corporations in the United States of America; the territorial commander is the president and chief executive officer and the territorial chief secretary is the vice president of all Salvation Army corporations in each territory. The board of trustees/directors of each corporation has the responsibility of management.

Area Jurisdiction

The respective jurisdictions of the Salvation Army territorial corporations are delineated on the map inside the front cover.

Property Administration

The properties of the corporations in each territory are administered through the finance, legal and property departments of the respective territorial headquarters.

Authorized Agents

The Salvation Army, operating only through its corporations, can be represented only by its duly authorized corporate agents. All property transactions, including all purchases and sales; gifts, devises, trusts and bequests; and employment and other contracts, must be handled only by these agents.

Securities and Trusts

The security portfolios, including capital funds and the principal of endowments, trusts and bequests, are held and managed at territorial headquarters with the support of professional asset investment management advisors.

Capital Funds

Capital funds are used for the purpose for which they were given. These are administered at territorial headquarters and are applied, together with earnings, for the benefit of the appropriate community or project. According to Salvation Army policy, gifts by will and life income contracts made without restriction are allocated and used as determined by the board of trustees/directors.

Central Administration

Centralized administration offers the benefits of strategic planning; state, regional and national services; disaster response deployment and incident command structure, continuity and standards for programs, and services; financial accountability and oversight; perpetuation of leadership; and efficient management of property and funds. However, as the Army's work involves a direct response to community needs, initiative is required of divisions, corps community centers, and institutions.

Advisory Service

Within this framework, advisory organizations have developed and rendered outstanding service to their communities by supporting the advancement of the Army's mission in a variety of ways.

THE ADVISORY ORGANIZATIONS

Advisory Organizations

Volunteers from the community are organized to strengthen The Salvation Army's ability to serve. Members of the advisory boards, councils and, committees should be leaders who represent the community being served and can uniquely help The Salvation Army to strategically advance its mission impact.

Manuals

The Commissioners' Conference on March 6, 1957 adopted the first uniform manual with articles of organization for all the principal types of advisory organizations. Subsequently, revised manuals have been issued at the direction of the Commissioners' Conference.

Adequacy of Manuals

Experience indicates that the provisions of the manual are adequate for all advisory organizations. Should some unusual circumstance render any portion of the manual inappropriate, then, in such rare instances, consideration will be given by the Commissioners' Conference to special *Articles of Organization*.

Representative

The *Articles of Organization* provide that a Representative of The Salvation Army, designated by the territorial commander, shall be a member ex officio of the advisory organization. The Representative or a designate approved by the divisional commander must be present at all official meetings of an advisory organization.

Types of Advisory Organizations

Different types of advisory organizations have developed over the years: the advisory board; women's auxiliary; advisory councils; service extension committees; service center advisory boards; and advisory conferences, which are state wide or division wide groups.

Advisory Board Purpose

The purpose of the *Advisory Board* is to provide input (advice), support (financial, time), and key influence with external constituencies (door-opening and advocacy) to further the goals and objectives of The Salvation Army in pursuit of its mission. The advisory board is not a governing board of directors and is therefore not the ultimate authority on decision-making. It provides vital support and influence as Army leadership engages strategic opportunities and challenges, seeks to make wise decisions, and pursues the resources needed to carry out the Army's mission in a particular community. The community may have a corps community center as the only Salvation Army facility, or it may have multiple corps community

centers, a divisional headquarters, a rehabilitation center, residential programs, and other specialized services.

Parent Body

In communities where there is a women’s auxiliary or an advisory council in the community, the advisory board is considered the parent body and oversees the activities of the other advisory organizations. When required, the advisory board appoints from its membership persons to attend these meetings who are familiar with all Salvation Army programs and services in the community and who can serve as a liaison between the advisory organization and the advisory board.

Agency-Fund Relationships

The advisory board also renders valuable service in its relations with the United Way and other agencies and ministries in the community, as well as philanthropic and civic leaders, chambers of commerce, service groups, and foundations and corporate funders.

Women’s Auxiliary

The *Women’s Auxiliary* is similar to other non-profit “Friends of” groups and is organized to promote the purposes of a particular headquarters, institution or program of The Salvation Army. Its activities may include special fund raising and awareness building through approved projects or events, recruiting and deploying volunteer workers, operation of canteens, distribution of food and clothing, management of service events (e.g. toy distributions), visitation of hospital patients, and many other activities.

Relation to Parent Body

A women’s auxiliary relates directly to the advisory board or to an advisory council depending upon its function.

Advisory Council

The *Advisory Council* is a smaller group of community leaders that performs functions for a particular Salvation Army program or institution that are similar to those performed by the advisory board for the community at large. It plans, advises, raises funds, and provides other practical assistance to the officers and employees responsible for the operation of the program in the community.

Relation to Parent Body

The council is ancillary to the advisory board for coordination of fund raising and community relations specific to a program or neighborhood. In addition, the advisory board furnishes part of the membership (at least one liaison) of the advisory council to ensure that the council is well informed on other Salvation Army plans and activities and is guided and equipped to integrate its initiatives with the broader Salvation Army’s plans.

Service Extension Committee

The *Service Extension Committee* has a function similar to that of an advisory board but operates in communities, typically rural, in which there is no Salvation Army facility. The service extension committee, under the oversight of the divisional service extension office, is responsible for raising visibility, volunteers and funding to enable the ministry of The Salvation Army, provides voluntary assistance for the dispensing of emergency and supplemental aid to individuals and families, and makes referrals to other regional and state services.

Service Center Advisory Board

The *Service Center Advisory Board* serves a local, typically smaller community, similar to the service extension committee but where there is a Salvation Army facility operating (leased, rented, donated or owned) and employee staffing. The service center advisory board adheres to all advisory board principles stated in this manual.

State or Divisional Advisory Conference

The *State or Divisional Advisory Conference*, with membership drawn largely from advisory boards in the state or division, and with members at large, focuses on the advocacy and fund raising needs of the various regional and statewide programs and services of The Salvation Army.

National Advisory Board

The *National Advisory Board*, consisting of prominent leaders from across the country, assists with strategic planning, advocacy, networking, brand positioning, visibility, and high level fund raising for The Salvation Army on issues of significant national interest. It sets the standard for the Army in these areas to advance the ministry of the Army, under the guidance of The Salvation Army National Corporation and the Commissioners' Conference.

Valuable Service

Advisory organizations are vital and necessary to the ministry of The Salvation Army. They represent the community to the Army, and the Army to the community. Members become advocates and ambassadors for the Army in their community and peer networks, helping to raise visibility, connections and funding that will enable and advance the ministry of the Army. Members' expertise, experience, influence, leadership and commitment to giving and raising funds are essential for the successful implementation and continuation of the Army's mission.

ORGANIZATIONAL PROCEDURES

NEW ADVISORY ORGANIZATIONS

Approval

An advisory organization may be organized with the written approval of the territorial commander, pursuant to the following procedures and in accordance with the applicable *Articles of Organization* contained in the manual. An advisory organization will not be organized, other than pursuant to the following procedures and in accordance with the applicable *Articles of Organization*, without the approval of the board of trustees/directors of The Salvation Army corporation having jurisdiction and a formal resolution establishing the advisory organization, a copy of which shall be filed with the minutes of the advisory organization.

Procedure

The procedure for the organization of an advisory organization shall include:

1. ***Approval of Territorial Commander:*** Upon receiving a written request from the divisional commander for the authorization of a new advisory organization in a community, the territorial commander may authorize the new advisory organization by written approval, to the divisional commander. The territorial commander may designate the Representative and other ex officio members and implement the *Articles of Organization*. A copy of the appropriate *Articles of Organization* will be forwarded with the notice of authorization.

2. ***Designation of Charter Members:*** *Once the territorial commander approves the formation of a new advisory organization, charter members are designated as follows:*
 - A. ***Advisory Board, Service Center Advisory Board, and Service Extension Committee:*** The divisional commander will designate as charter members the number of persons fixed, in the case of an advisory board, by the territorial commander as the number of regular members for that advisory board,¹ and in the case of a service extension committee or service center

¹ "Regular" members of the advisory board shall number not less than nine and not more than twenty-four outside a territorial headquarters, divisional headquarters, city command or multi-service community and not more than forty-five in a territorial headquarters, divisional headquarters, and city command or multi-service community.

advisory board, by the divisional commander as the number of regular members for that service extension committee or service center advisory board.²

B. *Women's Auxiliary:* The advisory board will designate as charter members of the women's auxiliary such persons approved by the Representative for the women's auxiliary.. The minimum number of members is nine. There is no maximum membership.

C. *Advisory Council:* The advisory board will designate charter members approved by the Representative for the new advisory council. The number of charter members is fixed by the appropriate *Articles of Organization* and is specified by the territorial commander as the number of regular members for that advisory council, to be organized in three annual classes (three year member terms).³

D. *State or Divisional Advisory Conference:* Each advisory board in the state may recommend to the Representative one of its members as a candidate for the state or divisional advisory conference. There will be no more than two from a single board, and not less than 33% of all of the boards in a state or division being represented. The Representative will designate the members of the state or divisional advisory conference and can also recruit members at large from the leadership community in that region who are not currently local advisory board members. The Representative will select from the membership of the advisory boards and from the community at large in the state or division a number fixed by the territorial commander as the number of representatives for that state or divisional advisory conference.

E. *National Advisory Board:* The Commissioners' Conference will designate as charter members such persons as approved by the territorial commanders. Thereafter, the board will elect its own members to number not more than forty-eight or less than twenty-four, in three annual classes, with new members

² "Regular" members of a service extension committee shall number not less than three or more than twelve. "Regular" members of a service center advisory board shall number not less than six or more than fifteen.

³ "Regular" members of the advisory council shall number not less than six or more than fifteen. In no community shall the number of advisory council members exceed the number fixed for the responsible advisory board.

requiring endorsement by the respective territorial commander and the executive committee of the national advisory board.

3. ***Notice of Organization Meeting:*** As soon as possible following the designations provided for in section 2 above, the date, time and place of an organization meeting will be fixed and at least seven days' notice thereof will be given to the members so designated and to members ex officio of the advisory organization by the following:
 - A. *Advisory Boards, State or Divisional Advisory Conferences and Service Extension Committees, and Service Center Advisory Boards:* Divisional Commander
 - B. *Women's Auxiliaries, Advisory Councils:* Chairperson of the parent advisory board.
 - C. *National Advisory Board:* National Commander.
4. ***Appointment of Executive/Board Development Committee:*** Except where the advisory organization is a service extension committee or advisory council, at the time notice is given pursuant to section 3 above, the person giving said notice will appoint, from among the persons designated pursuant to section 2 above, three to five persons to act as the Executive/Board Development Committee for the organization meeting.
5. ***Committee Members:*** Prior to the organization meeting, the Executive/Board Development Committee so appointed will meet, consider and be prepared to submit recommendations for the minimum number of members on standing committees to be fixed at the organizational meeting and the names of persons as nominees for:
 - A. *Advisory Board:* Officers.
 - B. *Advisory Council:* Elected members of the council, officers and elected members of the executive committee.
 - C. *Women's Auxiliary:* Officers.
 - D. *National Advisory Board:* Elected members of the board, officers and elected committee members.
6. ***Organization Meetings:*** The Representative, or such other person as may be designated by the territorial commander for that purpose, shall act as temporary chairperson of the organization

meeting until the chairperson or president of the advisory organization is duly elected or designated in conformity with the appropriate *Articles of Organization*. The following action shall be taken at the meeting:

A. *Letter of Approval*: The letter from the territorial commander approving the organization of the advisory organization will include:

- designating the Representative and other members ex officio
- fixing in accord with the appropriate *Articles of Organization* the number of members
- a listing of the members of the Executive/Board Development Committee or representatives
- a copy of the appropriate *Articles of Organization*
- a copy of the resolution of approval of the board of trustees/directors of The Salvation Army Corporation having jurisdiction, which shall be presented at the meeting, acknowledged in the minutes and filed in the minute book.

B. *Committees*: In accordance with the provisions of the appropriate *Articles of Organizations*, (i) the number of members of the standing committees will be fixed; (ii) members, officers and members of committees shall, in that order, be elected or designated.

C. *Members*: The *Articles of Organization* provide that members will be designated in classes having terms of three years, approximately one-third being elected each year.

The terms of the charter members of such classifications shall be determined by the Representative, the terms of one-third ending on the dates of each of the succeeding three annual meetings or, in each case, until the date their successors are elected or designated, whichever is later. A member may be reelected with a maximum of three consecutive terms and a required minimum one year absence before being nominated, if appropriate, to rejoin the board.

D. *Date of Regular Meeting*: Decide the fixing of the date of the annual meeting and, where appropriate, the date and schedule of the regular meetings.

E. *Advise Territorial Commander*: Upon the completion of the organization of the advisory organization, the chairperson or

president will advise the territorial commander, in writing, through the Representative and the divisional commander.

F. *Certificate Issued*: Upon being advised of the completion of the organization of the advisory organization, the territorial commander will issue to it a *Certificate of Organization*.

EXISTING ADVISORY ORGANIZATIONS

The procedure for the reorganization of an advisory organization existing on the date of any revision of the manual shall include:

1. *Direction of Territorial Commander*: At any time following the date of the authorization of a revision of the manual by the Commissioners' Conference, the territorial commander may determine that the appropriate *Articles of Organization* as so revised are effective for an advisory organization by forwarding to the Representative and to the chairperson or president of the advisory organization written direction that the appropriate *Articles of Organization* are thereupon in effect, directing the reorganization of the advisory organization in accordance with these procedures and, where appropriate, designating the Representative and other members ex officio and fixing the number of members and members of the Executive/Board Development Committee for that advisory organization.
2. *Notice of Reorganization*: As soon as possible, following the receipt of the direction of the territorial commander described in paragraph 1 above, the chairperson or president of an advisory organization, will set the time and place of a reorganization meeting, to be fixed at a date not more than 60 days following the receipt of said direction, with at least twenty days' notice being given to all of the members of the advisory organization by the secretary thereof.
3. *Reorganization Meeting*: At the reorganization meeting of the advisory organization, and at the first annual meeting following the receipt by the chairperson or president of the direction of the territorial commander described in paragraph 1 above:
 - A. The chairperson or president shall present to the meeting the direction of the territorial commander and the *Articles of Organization* as revised that are then effective for the advisory organization, which direction and a copy of said revised *Articles of Organization* shall be acknowledged in the

minutes.

- B. The advisory organization will take such further steps as shall be necessary to conform to the provisions of the revised *Articles of Organization*.
- C. Where the *Articles of Organization* provide that members of one or more classifications shall have terms of three years, approximately one-third being elected each year, and where members of the present advisory organization have terms inconsistent with such *Articles of Organization*, the terms of the member of such classifications shall be determined by the Executive/Board Development Committee, the terms of one-third ending on the dates of each of the succeeding three annual meetings or, in each case, until the date their successors are elected or designated, whichever is later. A member may be reelected up to three successive terms. They may be considered for re-election after stepping off board membership for one year.
- D. To the extent consistent with the *Articles of Organization* as revised, the members, officers and committees in office or organized at the time of the receipt of the direction of the territorial commander shall be deemed to have been elected or designated as provided in the revised *Articles of Organization*.
- E. Where the *Articles of Organization* as revised provide that an office shall not be held by one person for more than a stated number of successive years, the terms for which a person held such office prior to the receipt of the direction from the divisional commander shall be taken into account in determining the eligibility of such person for reelection, except that a person who, prior to the receipt of the direction from the divisional commander, had been elected to a successive number of terms equal to or greater than the number of terms stated in such a limitation, shall (i) be eligible to continue to hold such office until the next annual meeting of the advisory organization, and (ii) with the approval of the divisional commander, be eligible for reelection for one additional term.
- F. The territorial commander will, upon request, give such further instructions as may be necessary in order to complete the reorganization of an advisory organization.
- G. Upon the completion of the reorganization in accord with the provisions of the manual, the chairperson or president will, in writing, so advise the territorial commander through the

Representative and the divisional commander.

- H. Upon being advised of the reorganization of the advisory organization, the territorial commander will issue to it an amended *Certificate of Organization*.

DISSOLUTION OF ADVISORY ORGANIZATIONS

Whenever it shall be determined that the interests of The Salvation Army will not be promoted by the continuation of an advisory organization, with the approval of the board of trustees/directors of The Salvation Army corporation having jurisdiction, the territorial commander may direct that the *Articles of Organization* of an advisory organization shall be rescinded and that the advisory organization shall thereupon be dissolved. In such event, the territorial commander will forward to the chairperson or president of the advisory organization written notification that the *Articles of Organization* have been rescinded, that the advisory organization has been dissolved, that all records and property of the advisory organization in the possession of members of the advisory organization will be forthwith delivered to the Representative, and that all powers of attorney issued to members of the advisory organization other than those issued to Salvation Army officers are thereupon revoked. The Representative will obtain all records and property of the advisory organization in the possession of its members and will advise all depositories of the revocation of the powers of attorney.

In the case of the National Advisory Board, dissolution would require approval by the Commissioners' Conference. In such event, the national commander will forward to the chairperson written notification that the *Articles of Organization* have been rescinded. All other procedures will pertain.

**ARTICLES OF ORGANIZATION
OF
THE SALVATION ARMY
ADVISORY BOARD**

ARTICLE I — Name

Section 1-1 *Name*

The name of this organization is The Salvation Army Advisory Board of (city or area) , hereinafter referred to as the “board.” The city or area named shall be hereinafter referred to as the “community.”

ARTICLE II - Purposes

Section 2-1 *Purposes & Responsibility of Board*

The Salvation Army provides a variety of religious and charitable programs and services in the community. It is the purpose of the board, consistent with these articles, to provide input (advice), support (financial and time), and key influence with external constituencies (door-opening and advocacy) to further the goals and objectives of The Salvation Army in pursuit of its mission. The advisory board is not a governing board of directors and is therefore not the ultimate authority on decision-making. It provides vital support and influence as Army leadership engages strategic opportunities and challenges, seeks to make wise decisions, and pursues the resources needed to carry out the Army’s mission in a particular community.

The responsibilities of the advisory board, in accordance with these Articles, include the following:

- The advisory board is a **strategically focused** board, interacting with and making recommendations, to the Representative, with a focus on fund raising, community relations, effective programs and services, budgets/financial stewardship, property projects, strategic initiatives, competitive positioning in the community and other focus areas as directed by the Representative, the chairperson and the Executive/Board Development committee
- The advisory board is a **philanthropic** board. Members understand that they are expected to personally give to The Salvation Army at a significant level proportionate to their ability

and commensurate to their commitment to the Army as a high priority charitable involvement. By doing so, members affirm the principle that the advisory board, in one of its key roles, should be leading philanthropically through personal financial support and door-opening.

- The advisory board is a **fund raising and door-opening** board. Each member understands the importance of introducing other leaders to the Army for the Army's present and future strength. Members help raise the level of resources, influence and leadership network available to The Salvation Army by opening doors for briefings with corporate and philanthropic leaders within their own peer network and by helping the Army achieve its fund raising goals.
- The advisory board is an **engaged** board, representing the community at-large to The Salvation Army, and representing The Salvation Army to the community at-large as ambassadors. This may include supporting a strong relationship by the Army with community leaders and agencies, such as the United Way, Chamber of Commerce, service clubs, government bodies, and other non-profit organizations. Board members are asked to actively support any major Salvation Army events, through attendance, financial support and help with fund raising. Members are also encouraged to become involved, along with family members if desired, in various Salvation Army volunteer opportunities and projects.
- The advisory board is an **active** board. Members are expected to attend a minimum of two thirds of the full board meetings held each year, contributing to dialogue and participating in the decisions of the board. A full year schedule of meetings is to be shared well in advance to ensure members can put meetings on their calendar. Members also actively serve on at least one committee or through an agreed upon ad hoc involvement. The Army wants members' involvement to be meaningful and tries to match the experience, skills, interests, profession and giftedness of each individual with committee and ad hoc opportunities.

Section 2-2 *Legal Responsibility & Relation to The Salvation Army*

The Salvation Army Corporation is the legal entity charged with the responsibility for the management and conduct of Salvation Army affairs in the community. The function of the board is advisory, focusing on strategic, not operational issues. It is responsible to The Salvation Army Corporation and is in itself neither a separate legal entity nor an organization with legal, executive or administrative authority.

ARTICLE III – Membership

Section 3-1 *Classifications of Membership*

The membership of the board shall consist of the following classifications of Membership:

- A. *Ex officio members*: The Representative, Territorial Commander, Divisional Commander, Women’s Auxiliary President, and Advisory Council Chairperson if not a regular or life member.
- B. *Regular Members*: Persons elected to membership by the board at its annual meeting.
- C. *Life Members*: Members, recommended by the board and the Representative, who are approved life members by the territorial commander. In recommending members for life membership, the board will consider outstanding service of 15 or more years as a prerequisite. There shall not be more than one life member for every eight members of the board. A regular member shall no longer, from the date of designation as a life member, be considered a regular member.
- D. *Member Emeritus*: A member, recommended by the Executive/Board Development Committee and the Representative, and elected by the advisory board of which the nominee is a member, may become an emeritus member with approval by the territorial commander. Eligibility for nomination as an advisory board member emeritus is reserved for a member who:
 - has served not less than nine years
 - is not being considered for life membership
 - has given identifiable valuable service to The Salvation Army through the advisory board and
 - is unable to continue as an active advisory board member

An advisory board member emeritus may attend advisory board meetings, but not as a voting member. Members emeritus may continue to be active in the work of advisory board committees as directed by the Representative and the Executive/Board Development Committee.

Section 3-2 *Terms of Membership*

A regular member shall serve for a term ending on the date of the third annual meeting following the member’s election. Approximately one-third of the regular members should be elected each year. An elected member may be re-elected for a total of three terms maximum upon

recommendation of the Executive/Board Development Committee and approval of the board at its annual meeting, after which membership is completed. A one year-hiatus must precede any possible re-election to the board after a regular member has served for three consecutive terms.

Section 3-3 *Membership Recognition and Orientation*

An official membership card pin and/or plaque should be presented to each new member of the advisory board by the Representative during the annual meeting. New members may also be announced in local media, as appropriate. All new members should be oriented, under the direction of the Representative and Executive/Board Development Committee, regarding the history, mission and programs of The Salvation Army and what is involved and expected with board membership.

Section 3-4 *Resignation and Removal of Regular Member*

3.4.1 A regular member or a life member may resign by giving written notice of resignation to the chairperson. Regular members are subject to removal at any meeting of the board by an affirmative vote of two-thirds of all of the members of the board.

3.4.2 All members are subject to removal at any time by the territorial commander by delivery of written notice to the chairperson or secretary. The chairperson or secretary, as the case may be, shall notify members of their removal.

3.4.3 A life member is subject to removal by the territorial commander upon the recommendation of the advisory board, passed by an affirmative vote of two-thirds of all the members of the board.

3.4.4 A regular member may be removed for non-attendance or other communicated criteria as determined by the Executive/Board Development Committee and Representative, consistent with these Articles, by an affirmative vote of two-thirds of all members of the board.

Section 3-5 *Vacancies*

In the event of vacancy in the membership occurring because of death, resignation, or removal, or the designation of a regular member as a life member, the board may at its next regular meeting, or may at a special meeting called for that purpose, elect a successor, as nominated by the Executive/Board Development Committee, for the unexpired term.

In the event of expansion in the membership, occurring because of the increase in the number of regular members fixed by the territorial commander, the board shall at its next appropriate meeting elect new regular members, as a result of an organized nominating process, to fill such vacancies. See Classifications of Membership, Section 3.1.

Section 3-6 *Employees*

Active employees of The Salvation Army may not serve as regular members of an advisory board. Retired or former employees who separate from employment with positive evaluations may be considered for membership, but only if such retired or former employees are endorsed for membership by the Representative, the Executive/Board Development Committee and by the Divisional Commander and are able to fulfill established minimum criteria for membership as outlined in the board nominating criteria and consistent with these Articles.

Section 3-7 *Salvation Army Officers*

Retired officers of The Salvation Army may not serve as advisory board members except by approval of the territorial commander.

ARTICLE IV - Meetings

Section 4-1 *Annual Meeting*

The annual meeting of the board shall be held on such date and at such time as may be determined by the board for:

- election of regular members and officers of the advisory board
- the approval of committee members, who are not members of the board, the recommendation of members for the advisory council(s) the state or divisional advisory conference, and such other business as may properly come before the meeting

Section 4-2 *Regular Meetings*

A regular meeting of the full board shall be held each month or at a minimum on a quarterly basis, as determined by the Executive/Board Development Committee and the Representative and approved by the divisional commander. Board meetings may be varied in location in order to expose members to the range of Salvation Army programs and facilities in the area, if applicable. An annual civic meeting or board social occasion (e.g. Christmas party) may take the place of, and be counted as one of, the required meetings, unless regular meetings are only scheduled on a quarterly basis, and need not follow any specific form. Much of the work of the board should take place in the committees, which may meet as frequently as needed, outside of full board meetings, to ensure the effectiveness of the board and the progress of its goals.

Section 4-3 *Special Meetings*

Special meetings of the board shall be called by the secretary on the written request of the chairperson or the Representative, with notice to the

members delivered electronically or through other means with at least twenty days' notice, unless on an emergency basis.

Section 4-4 *Quorum*

At the meetings, one-third of all voting members and the Representative or a designated alternate approved by the divisional commander shall be necessary and sufficient to constitute a quorum for the transactions of business. The act of a majority of the members present at a meeting having a quorum shall be the act of the board.

Section 4-5 *Voting Rules*

Voting members shall include (i) regular members, (ii) life members, and (iii) ex officio members other than Salvation Army officers and employees. The Representative, whether an officer or not, shall be a voting member.

Section 4-6 *Representative Present*

No meeting of the advisory board shall be conducted or called without the Representative's approval and the presence of the Representative or a designate approved by the divisional commander. The advisory board chairperson or an elected officer of the board is normally expected to preside at full board meetings.

Section 4-7 *Notice of Meetings*

Notice of the date, time and place of all meetings of the members shall always be communicated to each member by the secretary, with at least twenty days advance notice being provided before each meeting, except in an emergency.

Section 4-8 *Order of Business*

The standard order of business at any meeting, unless waived by the board, shall be:

- Call to order
- Invocation
- Reading/Acceptance of minutes
- Committee reports
- Unfinished business
- New business
- Representative's or Officer's Report
- Adjournment

The board chairperson and Representative may choose to focus each meeting on one key topic of discussion in addition to the standard reports which should be presented by the committee chairs. A program highlight or

brief testimonial of impact by a program participant or graduate is also encouraged as a way of reminding and educating members about our mission. Board meetings should be kept to a maximum length of 60-90 minutes.

ARTICLE V - Officers

Section 5-1 *Officers of the Board*

The officers of the advisory board shall be a chairperson, a vice chairperson, a secretary, a treasurer and such other officers as may be authorized by resolution of the board. A board, at its discretion, may elect additional vice chairpersons to encourage strong ad hoc engagement, give priority to focus areas (e.g. vice chair for leadership giving) and to support leadership succession planning. The officers shall be elected at the annual meeting to serve without compensation until the date of the next annual meeting. The officers are eligible to succeed themselves, provided, however, that no person may hold the same office for more than three successive terms.

An officer may resign by submitting a resignation in writing to either the chairperson or the secretary.

The officers are subject to removal at any meeting of the board by an affirmative vote of two-thirds of all the members of the board or, at any time, by the territorial commander, or divisional commander with approval of the territorial commander, by delivery of written notice of the removal to the chairperson or secretary. The chairperson or secretary, as the case may be, shall notify an officer of removal.

Vacancies in any office shall be filled for the unexpired term by the board at its next regular meeting or may be filled at a special meeting called for that purpose.

Section 5-2 *Duties of Officers*

The officers shall perform the duties usually associated with their respective offices, including the following:

- A. The chairperson shall preside at all meetings of the board and of the Executive/Board Development Committee and shall be a member ex officio of all committees. The chairperson may designate another officer as a member ex officio of one or more such committees in the chairperson's stead.
- B. The vice chairperson shall perform the duties of the chairperson in the absence of the chairperson.

C. The secretary shall:

- give notice to members of all meetings of the board;
- attend and either prepare or review records/minutes of all meetings of the board and of the Executive/Board Development Committee;
- communicate approved copies of the minutes of all meetings of the board and of the Executive/Board Development Committee to the members thereof, including an extra copy for the Representative to transmit to Divisional Headquarters;
- ensure a well-maintained membership list, including terms and committee involvements;
- prepare such reports relating to the board as may be requested by the territorial commander or divisional commander;
- perform such other duties as may be prescribed by the board or the chairperson.
- In the event of the secretary's absence from any meeting of the board or of the Executive/Board Development Committee, the chairperson shall designate another member of the board or of the Executive/Board Development Committee, to act as the secretary of such meeting.
- The Officer/Representative may appoint an employee to handle the clerical duties of the board secretary in cooperation with the board secretary.

D. The treasurer shall review with staff and report to the board on the following:

- An up to date balance of deposited funds received and approved by The Salvation Army for immediate use in the accounts in the bank(s) designated by The Salvation Army for operating, capital and endowment funds, respectively, in every case in the name of The Salvation Army.
- An up to date operating budget status report.

No funds shall be disbursed by the treasurer from such accounts except pursuant to a power of attorney given by The Salvation Army, and by check countersigned by The Salvation Army officer designated as the power of attorney. Capital and endowment funds, as well as all other bequests and trusts, are to be transmitted to divisional headquarters for accounting and investment purposes pending actual construction or remodeling of the local facility. The treasurer shall work with the bookkeeper/accountant to keep an

account of *all funds* received and disbursed and shall render to the board at each regular and annual meeting and, whenever requested through the Representative, written accounts of the current status of the operational budget and trust/capital accounts.

ARTICLE VI – Committees

Section 6-1 *Standing Committees and Special Committees*

There shall be five standing committees of the board: the Executive/Board Development Committee, the Public Relations and Development Committee, the Property and Facilities Committee, the Programs and Services Committee, and the Finance Committee. Special ad-hoc committees and/or subcommittees may be designated on a time-limited basis pursuant to a resolution of the board.⁴

Section 6-2 *Committee Members*

Any committee, other than the Executive/Board Development Committee may have members, including Salvation Army officers, who are not members of the board if they meet the criteria for involvement (e.g. time investment, expertise, etc.). Minimum membership for board-affiliated committees is three board members plus an unset number for non-board members. Non-board committee members do not attend full board meetings.

The membership of the committees who are members of the board will be appointed annually by the advisory board chairperson, in consultation with the Representative. This includes the chairperson of the committee, who must be an advisory board member. The members of the committees who need not be members of the board will, with the favorable recommendation of the Representative, be approved by the board.

The Executive/Board Development Committee shall have a minimum of seven members, with the first being the advisory board chairperson, who is also the chair of this committee. The next four members shall be the chairpersons of the four other standing committees: the Public Relations and Development Committee, the Property and Facilities Committee, the Programs and Services Committee, and the Finance Committee. The remaining members of the Executive/Board Development Committee are to include any officer of the board who is not also a chairperson of a standing committee, as well as the Representative. Any national advisory board

⁴ See *Sample Organization Chart, Local Advisory Organizations*.

members who are also local board members may also be invited to serve on the Executive/Board Development Committee. In addition, a maximum of two additional board members may be designated by the chairperson of the board, with the endorsement of the Representative, to serve as members of the Executive/Board Development Committee. The chairperson and the Representative shall be members ex officio of all other committees.

The treasurer shall be a member ex officio of the Finance Committee and the Community Relations and Development Committee.

A member of the committee may resign by giving written notice of resignation to the chairperson of the advisory board and the chairperson of the committee. Appointed members of committees are subject to removal by an affirmative vote of two-thirds of all the members at any meeting of the Executive/Board Development Committee, and all members of committees are subject to removal at any time by the Divisional Commander by delivery of written notice of the removal to the chairperson or secretary. The chairperson or the secretary, as the case may be, shall notify the chairperson or secretary of the committee and the member of the committee of the latter's removal.

Section 6-3 *Term of Membership*

The elected, designated and appointed members of the committees shall serve until the next annual meeting, at which time committee membership may be renewed or discontinued.

Section 6-4 *Officers of Committees*

The chairperson and secretary of the board shall be the chairperson and secretary, respectively, of the Executive/Board Development Committee. The chairperson of all other committees shall be appointed annually by the advisory board chairperson, in consultation with the Representative.

The secretary of each committee shall be elected by that committee from among its membership. The chairperson of each committee may report at each regular and annual meeting of the board on all matters considered by the committee since the last regular or annual meeting, as the case may be.

Section 6-5 *Scheduling of Committee Meetings*

Committee meetings may be called by the chairperson of the board, the Representative, or normally by the committee chairperson by giving at least seven days' notice of the date, time and place of the meeting to all members of the committee. Committee meetings may be called on an urgent basis with less notice, but should normally be scheduled well in advance with a schedule set for the year. Committee meetings should be held frequently enough for the efficient and effective conduct of business and achievement of committee goals, without becoming unreasonably burdensome, typically

on a monthly basis.

Section 6-6 Official Meetings

No meeting of advisory board committees may take place without the approval of the Representative or a designate approved by the divisional commander. Attendance by at least one third of all of the members of a committee shall constitute a quorum for the transaction of business. The act of the majority of the members present at the meeting at which there is a quorum shall be the act of the committee.

Section 6-7 Responsibilities

The responsibilities of the standing committees are as follows:

- A. *Executive/Board Development Committee:* To steer the strategic direction of the board, establish key goals and priority focus for the year, guide the focus of its committees, and consider any business requiring attention during the intervals between full meetings of the board. In an emergency, the Executive/Board Development Committee may make formal recommendations on behalf of the board to The Salvation Army through the Representative.

Nominating duties also come under the purview of the Executive/Board Development Committee, including: to consider and propose to the board the names of qualified nominees for officers and regular members of the board and of representatives from the board to the advisory council(s) and state or divisional advisory conferences. Members of committees who are not members of the board may also be considered and, if selected for nomination, their names submitted to the board for election as regular members, but such candidates must meet all eligibility requirements in keeping with membership standards. Nominees for regular elections will be submitted at the annual meeting. Nominees to fill vacancies occurring between annual meetings may be submitted at one of the next regular meetings of the board following the date on which the vacancy occurred, unless an annual meeting is held before said regular meeting, or at a special meeting called for the purpose of filling such vacancy. The board chairperson or another officer of the board, along with the Representative, should conduct face to face interviews with all potential board members to discuss their interest in membership, potential fit, and willingness to commit to a term of membership with its accompanying requirements, after such candidates are recommended by the Executive/Board Development Committee, and prior to presentation of the candidates to the board for approval. Candidates for membership must first be reviewed by the Executive Board Development Committee and then interviewed, if recommended by the committee, before being invited to attend a

full board meeting.

- B. *Finance Committee:* To assist staff in the preparation and review of budgets relating to operations, capital projects and activities to be financed in whole or in part through fund raising campaigns in the community; to review the monthly financial statements; to present the budgets to the advisory board for review and recommendation prior to their being submitted to Salvation Army leadership for final adoption; to assist The Salvation Army in presenting budgets and proposals to the United Way and/or Combined Federal Campaign; to recommend and support initiatives for stronger fiscal health and efficiency.
- C. *Property and Facilities Committees:* To annually inspect all Salvation Army properties in the community and to report to the board its findings from these inspections. To investigate and make recommendations concerning the acquisition of, major alteration to, maintenance, and improvement of buildings, land, equipment and other properties owned or operated by The Salvation Army, and for compliance with local building ordinances and other standards and aspects of good property management. The committee reviews major property studies, proposals, and projects and makes recommendations to the board for review and submission to Salvation Army leadership.
- D. *Public Relations and Development Committee:* To raise positive brand visibility of the Army's work in the community, to support the effective recruitment and use of volunteers to engage all generations in the Army's ministry, and to assist staff in raising critically needed resources – especially major gifts from individuals, corporations, foundations and government.. The committee assists The Salvation Army in promoting its work to the community through door-opening to media connections, advising and assisting for the effective use of various media outlets, and through networking and events. The committee may choose to focus on developing and managing one or more major fund raising events each year to benefit the work of The Salvation Army. The Public Relations and Development Committee often forms sub-committees, each with its strategic focus (e.g. running a major event, developing a public relations strategy, supporting the Christmas fund raising campaign, securing individual major gifts, increasing corporate giving, or promoting planned giving and endowment, etc.). The Public Relations and Development Committee assists staff with planning for fund raising and recommends specific fund raising goals for the board's own giving and fund raising efforts. The committee should work with the chair of the board and the Representative to set a board fund raising

goal for each year, including a minimum “give or raise” financial requirement for each board member, and to set a plan with the full board for the achievement of the adopted goal through their own efforts in concert with Army staff. Additionally, the committee looks for ways to promote philanthropic planned gifts (e.g. bequest commitments, endowment commitments, and use of planned giving instruments) among the full board’s membership and their peer networks.

- E. *Programs and Services Committee*: To help Salvation Army leadership to annually assess and review existing programs and services within the community, working to maximize their effectiveness and use of outcomes tracking for measuring impact, evaluating costs and benefits related to the annual budget, and assisting with the review and exploration of compatible community partnerships for stronger service delivery. The committee also assists The Salvation Army identify valid community and human needs, and gaps in service; and to support and review mission planning studies, community needs assessments, the strategic planning process, and program development proposals.

ARTICLE VII - Finances

Section 7-1 Funds Deposited Locally/Transmitted to THQ

Operating funds raised locally and approved for immediate use shall be deposited and disbursed as provided above in Section 5-2 (D). Capital funds raised locally shall be transmitted by the Representative to territorial headquarters through the divisional finance office for restricted campaign account set up and management.

Section 7-2 Restrictions Relating to Property

Neither the board nor any of its officers or committees has power or is authorized (i) to own or hold title to property of any kind for any purpose on behalf of The Salvation Army. All property, real and personal, devoted to or received for the benefit of Salvation Army activities is owned by The Salvation Army; (ii) Only the Corporation is authorized to sell or otherwise dispose of any property of The Salvation Army or to invest any funds intended for use in Salvation Army activities; (iii) to accept, execute or deliver any document in the name or on behalf of The Salvation Army, except as expressly authorized in writing by The Salvation Army, such documents, including those relating to litigation, gifts, bequests, trusts or contracts, being required to be transmitted to divisional headquarters, through the Representative, for appropriate action.

Section 7-3 Budgets

The board shall assist staff in the preparation of budgets relating to ongoing operations and, when necessary, capital projects and activities to be financed in whole or in part through fund raising campaigns in the community. The proposed budgets reviewed and recommended by the board shall be submitted to Salvation Army leadership, through the Representative, for final adoption, with or without revision. The board shall assist The Salvation Army in presenting the budgets and related proposals to the United Way and/or Combined Federal Campaigns, foundations , corporations and government funders as requested.

ARTICLE VIII – Other Advisory Organizations

Section 8-1 *Participation in Other Organizations*

The board may recommend to The Salvation Army, through the Representative, the organization of a women’s auxiliary or an advisory council, where appropriate, in accord with the procedures for the organization of such an advisory organization and shall, when any such advisory organization is approved, participate to the extent required by the said procedures in its organization.

Section 8-2 *Board Coordination and Budgets*

The board shall, through its Finance Committee and Public Relations and Development Committee, coordinate, review and make recommendations with respect to the fund-raising, planning of budgets and public relations activities of all advisory organizations in the community.

Section 8-3 *Designation of Members to Advisory Council*

At the annual meeting, the advisory board shall designate at least one of its members approved by the advisory council Representative to be a liaison member of each advisory council in the community.

Section 8-4 *Term of Designee*

A person designated by the board pursuant to the foregoing section shall serve for a term of two years, and may be re-appointed.

Section 8-5 *Resignation & Removal*

A person designated by the board pursuant to Section 8-4 may resign by submitting a resignation in writing to the secretary. Such person is subject to removal as such designee by the board. Where a person so designated is required to be a member of the board, resignation or removal as a member of the board shall be deemed to constitute resignation or removal as such designee. Where a person so designated is required to be a member and is a regular member of the board, the expiration of that person’s term of

membership as a regular member of the board without being reelected shall be deemed to constitute resignation as such designee.

Section 8-6 *Vacancy & Successor*

Upon the death, resignation or removal of a person designated by the board pursuant to Section 8-4, the board shall at one of its next regular meetings, or at a special meeting called for that purpose, designate a successor for the unexpired term of the member who died, resigned or was removed.

ARTICLE IX – Miscellaneous

Section 9-1 *Organization and Reorganization Procedures*

The procedure for the original organization of a Salvation Army advisory board, and for the reorganization of a Salvation Army advisory board in existence on any date on which The Salvation Army may issue revisions to these articles, will be governed by the “Organizational Procedures” contained in *The Salvation Army Manual of Advisory Organizations and Articles of Organization*.

Section 9-2 *Revision of Articles*

These articles are subject to revision from time to time by The Salvation Army Commissioners’ Conference.

Section 9-3 *Definitions*

The term “The Salvation Army” as used herein means the Salvation Army Corporation having jurisdiction in the community, as described in *The Salvation Army Manual of Advisory Organizations and Articles of Organization*. The terms, “representative,” “territorial commander,” “territorial headquarters,” “advisory organization,” and “advisory council” are used herein in the same manner as they are used in said manual.

Section 9-4 *Sunday Observance*

The Salvation Army believes that Sunday should be a day kept free from unnecessary labor, allowing for the fullest opportunity for worship and witness. Advisory organizations should avoid scheduling business meetings and activities on Sunday.

Section 9-5 *Conflict of Interest*

All members of advisory organizations are expected to comply with the conflict of interest policy for members of advisory organizations as outlined in the *National Code of Conduct and Conflict of Interest Policy*.

Section 9-6 *Gratuities*

Orders and Regulations for Officers of The Salvation Army prohibit officers from earning outside income or receiving gifts from Salvation Army funds. To maintain and undergird the high integrity of officers, and to prevent any possible misunderstandings, members of advisory organizations are advised that any expression of appreciation that they may wish to give to Salvation Army officers and/or employees for any reason and on any occasion is best provided through a gift to Salvation Army funds or an article that may be used by a corps or other Salvation Army center. Employees of The Salvation Army may not accept cash payments or gifts-in-kind from those doing business with The Salvation Army, whether or not such payments are characterized as “gifts.” Both officers and employees may on occasion (such as at Christmas or upon farewell) accept token cash or non-cash gifts, such as fruit, flowers or candy.

Section 9-7 *Alcoholic Beverages*

The Salvation Army works on a daily basis with individuals struggling to be free from an addiction to drugs or alcohol, and has long been recognized for its stand on total abstinence. Salvationists have pledged themselves to abstain from the use of all intoxicating beverages. In view of this position, it is inappropriate for anyone to arrange for the sale, dispensing of, or consumption of, alcoholic beverages at any activity explicitly sponsored by The Salvation Army.

Section 9-8 *Tobacco*

The Salvation Army accepts the overwhelming evidence presented by medical science of the injurious effects of tobacco on the body. A smoke-free atmosphere is expected in all Salvation Army facilities and at official Salvation Army events.

Section 9-9 *Gambling*

The Salvation Army is acutely aware of the suffering and deprivation visited upon thousands of persons as a result of gambling, which seeks gain at the expense of others, solely on the basis of chance. Official sanction and public acceptance of this practice is contrary to Christian principles to which The Salvation Army subscribes. Therefore, advisory organizations, in keeping with the spirit and standards of The Salvation Army, shall not promote gambling in any form for the purpose of raising funds. All games of chance are included in this restriction including raffles, lotteries and any other type of event in which a ticket must be purchased or a donation made in order to win a prize or cash reward.

DEFINITION OF TERMS

as used in The Salvation Army Manual of Advisory Organizations

ADVISORY BOARD: An advisory organization which assists all Salvation Army programs, services and functions within specific geographic boundaries, usually one city or metropolitan area; and serves as the parent body of other advisory organizations within that geographic area. Its purpose is to provide strategic advice, financial support and time, and key influence with external constituencies (door-opening and advocacy) to further the goals and objectives of The Salvation Army in pursuit of its mission, positioning the Army for highly effective programs, services, fund raising and volunteer opportunities.

ADVISORY COUNCIL: An advisory organization which assists one Salvation Army program or institution, such as a Boys and Girls' Club, corps community center in a metropolitan area, Kroc Center, Adult Rehabilitation Center, or social service center, etc.

ADVISORY ORGANIZATION: An organization of friends of The Salvation Army, organized in accord with its manual and *Articles of Organization*, for the purpose of assisting The Salvation Army in the efficient and effective conduct of its programs and services, and to raise visibility, volunteers and funding to enable those programs and services.

APPOINTED MEMBER: A member of a committee who has been appointed by the chairperson.

AUXILIARY: An advisory organization to assist The Salvation Army in one program (institution) or an entire community; membership is usually open to women only.

CHARTER MEMBER: A member of an advisory organization at the time of its initial organization or reorganization who has been designated by the territorial commander or divisional commander to be a member of the advisory organization.

CHIEF SECRETARY: A Salvation Army officer appointed by the General to be second-in-command of a territorial/national headquarters, who assists the territorial commander/national commander with ecclesiastical and administrative responsibility, who heads the management team and is vice president of territorial/national corporations.

CORPS OFFICER: An officer of The Salvation Army in charge of a corps community center in a community.

CORPS COMMUNITY CENTER: A Salvation Army program facility in a city, community or neighborhood; the center of Salvation Army services and programs for the area served; the basic unit of Salvation Army program.

DESIGNATED MEMBER: A member of a service extension committee; or a member of an advisory organization who has been designated for membership in a related advisory organization.

DIVISIONAL COMMANDER: A Salvation Army officer responsible for administration of all Salvation Army programs and functions within a geographical area designated as a division (see map: inside front cover).

DIVISIONAL HEADQUARTERS: Office from which all Salvation Army programs and functions within a division are administered. Divisional boundaries may include an entire state, part of a state, or a combination of all or part of several states (see map: inside front cover).

ELECTED MEMBER: A member of an advisory organization who has been nominated in keeping with the policies of that organization and elected by the membership to be an elected or regular member.

EMERITUS MEMBER: A member of an advisory board or council who has given valuable service of at least nine years, who is recommended by the Executive/Board Development Committee and the Representative and elected by the advisory board or council of which the nominee is a member.

EX OFFICIO MEMBER: A member of an advisory organization or committee by virtue of an office or position held in a related organization.

INSTITUTION: A Salvation Army program facility for the conduct of specific functions, such as a residential program, adult rehabilitation center, etc.

LIFE MEMBER: A member of an advisory board or council who has given outstanding service of at least fifteen years and is recommended by the board and the Representative with proper documentation for consideration and approval at divisional and territorial headquarters.

NATIONAL ADVISORY BOARD: An organization consisting of prominent leaders from across the country that assists with strategic planning, advocacy, networking, brand positioning, visibility, and high level fund raising for The Salvation Army for issues of significant national interest. It sets the standard for the Army in these areas to advance the ministry of the Army, under the guidance of The Salvation Army National Corporation and the Commissioners' Conference.

NATIONAL COMMANDER: A Salvation Army officer, appointed by the General, who serves as chairperson of the board of all Salvation Army corporations in the United States and presides over the meetings of the Commissioners' Conference.

PROGRAM: A specific service or complex of services provided by The Salvation Army to serve the needs of people in a given area or community.

QUORUM: The number of members of a body required to be present for business to be officially transacted.

REGULAR MEMBER: A member of an advisory organization who, by virtue of the policies or organizational procedures of that organization, has been placed on the membership roster.

REPRESENTATIVE: A Salvation Army official, usually an officer, designated by the territorial or divisional commander to be an ex officio member of and Salvation Army leadership representative to each advisory organization and its committees or sub-units (see: Directives and Procedures manual pages 9 and 12).

SERVICE EXTENSION: In communities where there is no officer, corps or physical Salvation Army facility, the ministry of the Army is conducted by volunteers who raise the visibility, volunteers and funding to provide the necessary programs and services as determined by the local advisory group and service extension staff in keeping with the needs of the community. Typically, this is called a Service Unit, led by the Service Extension Committee.

SERVICE CENTER: is in communities in which there is no officer or corps; however, the Army's programs and services have grown to the point of having a facility (rented, leased or owned) and professional staff directing the ministry of the Army. The service center has an advisory board which operates under the same criteria as all other advisory boards.

TERRITORIAL COMMANDER: The Salvation Army officer responsible for administration of all Salvation Army programs and functions within a geographical area designated a territory (see map: inside front cover).

TERRITORIAL HEADQUARTERS: Office from which all Salvation Army programs and functions within a territory are administered. Each territory is a separate corporation and all units within that territory are subsidiary units of that one corporation. There are four territories in the United States: Central, Eastern, Southern and Western, corresponding to the regional areas associated with those words (see map inside front cover).