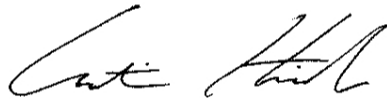

THE NATIONAL SOCIETY OF
SCABBARD AND BLADE
FOUNDED 1904 ● CONNECT > DEVELOP > LEAD



COMPANY MANUAL

VERSION A
25 JANUARY 2014

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ALL PREVIOUS VERSIONS ARE SUPERSEDED



President



Chief Advisor, Board of Directors

Table of Contents

1. Welcome.....4

2. Scabbard and Blade Basics5

3. Scabbard and Blade Today6

4. Organization Structure8

5. The Senior Program10

Initial Company Task List19

1. WELCOME

The National Society of Scabbard and Blade is a joint military professional development organization that is dedicated to developing aspiring and current military officers that emulate the qualities of Honor, Leadership, Professionalism, Officership, and Joint Military Fellowship. Our goal is to help our members achieve their goals through a mixture of dynamic education and development programs. Our programs are aimed at disseminating the best practices within civilian and military professions to support our members' success and encourage new thought.

Mission We build and empower the next generation of military leaders.

Vision To become a preeminent military leadership development organization – focused on the Five Stars.

This manual is the first version of many to come. We plan to use this manual as an evolving document that will help build your company. The National Headquarters encourages feedback on how to improve this document so if you have any suggestions or comments please email us at headquarters@scabbardandblade.org.

2. SCABBARD AND BLADE BASICS

During the school year of 1904-1905, five senior officers in the cadet corps at the University of Wisconsin founded the National Society of Scabbard and Blade. The five founders of Scabbard and Blade were Leo M. Cook, Albert W. Foster, Victor R. Griggs, Charles A. Taylor, and Harold K. Weld. The founders had a specific goal in mind; develop a lasting society that develops the essential qualities of “good and efficient” officers.

Preamble. Soon after the founding, the original and unchanged preamble of the Scabbard and Blade Constitution was drafted:

“Believing that military service is an obligation of citizenship, and that the greater opportunities afforded college men and women for the study of military science place upon them certain responsibilities as citizens, we cadet officers in various colleges and universities conferring baccalaureate degrees, do form this society and adopt this constitution in order to united in closer relationship the military departments of American universities and colleges; to preserve and develop the essential qualities of good and efficient officers; to prepare ourselves as educated men and women to take a more active part and to have greater influence in the military affairs of the communities in which we may reside; and above all to spread intelligent information concerning the military requirements of our country.”

Purposes. This preamble shaped the direction of the society for over 100 years and will continue to do so for its existence. From this preamble, five Purposes were derived:

- (1) Promote scholarship within our military departments and throughout our Society;
- (2) Raise the standard of military education in American colleges and universities;
- (3) Unite in closer relationship their military departments;
- (4) Encourage and foster the essential qualities of good and efficient officers;
- (5) Promote an understanding of joint and multinational operations through strategic thought;

Each Purpose has produced unique thoughts and programs that have shaped some of the most successful leaders of the past century. Specifically the Purpose, “Encourage and foster the essential qualities of good and efficient officers,” led the Scabbard and Blade founders to develop five essential qualities found in great officers. The original five qualities are, Efficiency, Loyalty, Obedience, Courage, and Good-fellowship. These qualities have defined our members for over 100 years! See next page for the Five Stars.

History. Scabbard and Blade has a very proud history during peace and war. The founders held the first ever National Convention on May 11, 1906 at Madison, Wisconsin. This convention solidified the organization’s lasting role within the military. Since that time our members have faithfully represented Scabbard and Blade’s Purposes and Ideals in all capacities of the military. During drastic times of war, we as a Society have deactivated ourselves. This has occurred twice, once during World War I and the other during World War II. Through the successes at home and abroad, we have grown from 866 members in 1916 to over 137,000 members in 2010; and we are still growing!

3. SCABBARD AND BLADE TODAY

The fast moving changes in the military, academic, and technological environment has increased the demand on our nations officers and have raised the standard of professionalism our officers need to achieve in order to be effective. Scabbard and Blade is committed to supporting the military and our members during this transition and thus have transformed our strategy to become more effective for todays officer.

Mission **We build and empower the next generation of military leaders.**

Vision **To become a preeminent military leadership development organization – focused on the Five Stars.**

Goal. Our goal is to help our members achieve their greatest potential through a mixture of dynamic education and development programs. Our programs are aimed at disseminating best practices within civilian and military professions to support our members’ success and encourage new thought.

Changes. We are now moving away from activities such as drill and ceremony and field training activities to other professional activities such as interactive leadership and communication programs. We still highly encourage honor guard and other community service activities. However, they should be treated as a supplemental activity, not primary.

Expanded Five Stars. We have expanded the Five Stars because we believe that today’s Military Officer is better rounded than ever. Officers are expected to demonstrate many critical qualities that were not previously captured in our original Five Stars. Because of that, we have derived four new stars to address this new type of military officer. These new stars are meant to be general and contain many other key skills and qualities that describe today’s effective officer.

				
Honor	Leadership	Professionalism	Officership	Unity
Original Five Stars	Examples:	Examples:	Examples:	Examples:
<ul style="list-style-type: none"> • Loyalty • Efficiency • Courage • Obedience • Good Fellowship 	<ul style="list-style-type: none"> • Teamwork and Human Behavior • Negotiation and Conflict Resolution • Communication • Delegation Strategy 	<ul style="list-style-type: none"> • Ethics and Standards • Goal Setting and Execution • Time Management • Resource Management • Attitude and Image 	<ul style="list-style-type: none"> • Mentorship • Selflessness • Service (Community and Nation) • Military Standards • Military History 	<ul style="list-style-type: none"> • (Joint Military) • Joint Education • Joint Camaraderie • Joint Understanding • Joint Integration

You might ask, “What is the difference between Leadership, Professionalism, and Officership? Don’t they mean the same thing?” – Yes and no, these qualities can be highly dependent and independent of each other. Many people are great leaders but do not possess the skills and qualities of Officership. Likewise, there are many people that possess the skills and qualities of Officership, but lack critical elements of Professionalism.

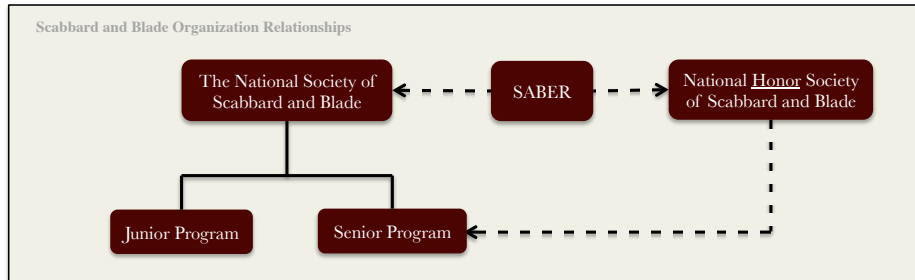
The above examples are not an exhaustive list but it is a great start for our members to begin their development. We expect our members to understand these examples and to strive to excel at each one while setting the example for others to follow.

Original Five Stars. The original Five Stars are vital to Scabbard and Blade’s history and continued success. The original five are, Loyalty, Efficiency, Courage, Obedience, and Good Fellowship. “The Great Star,” Honor (shown above), represents these qualities.

Honor is our most important star and every Scabbard and Blade member must exemplify this quality. We believe that these Five Stars address the main qualities represented in the todays military officer and will help our members achieve their professional goals.

4. ORGANIZATION STRUCTURE

Scabbard and Blade is composed of three formal organizations, The National Society of Scabbard and Blade, The National Honor Society of Scabbard and Blade, and Scabbard and Blade Endowment Resources. Each organization has a specific role for the society. Refer to the below to see a visual representation of how each formal organization is related to the other.



4.1. The National Society of Scabbard and Blade

The National Society of Scabbard and Blade is organized as a 501c4 tax-exempt organization and is the development cornerstone of Scabbard and Blade. This organization houses the Junior and Senior Programs and enables Scabbard and Blade to include students that may currently not meet the Honor Society standards but are committed to personal improvement and success.

4.1.1. Programs

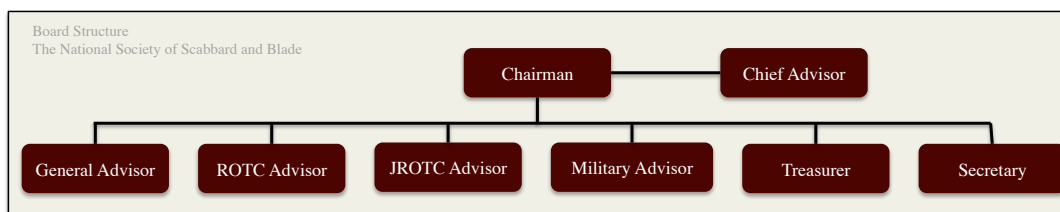
Junior. The Junior Program is for JROTC students only. The program’s primary mission is to develop cadets for their future career and educate their members about higher education opportunities.

Senior. The Senior Program is for ROTC students in higher education institutions only. The program’s primary mission is to better prepare its members for active duty.

4.1.2. Organization

Officers. The National Headquarters has three officers, President, Treasurer, and Secretary. These three officers serve all Scabbard and Blade organizations to improve efficiency unless otherwise specified by the board of directors for the specified organization.

Board. The Board is composed of 3-16 members and is responsible for the integrity and direction of the National Society of Scabbard and Blade. The current positions of the Board are: Chairman, Chief Advisor, General Advisor (2), ROTC Advisor (3), JROTC Advisor (3), Military Advisor (4), Treasurer, and Secretary.



4.2. The National Military Honor Society of Scabbard and Blade

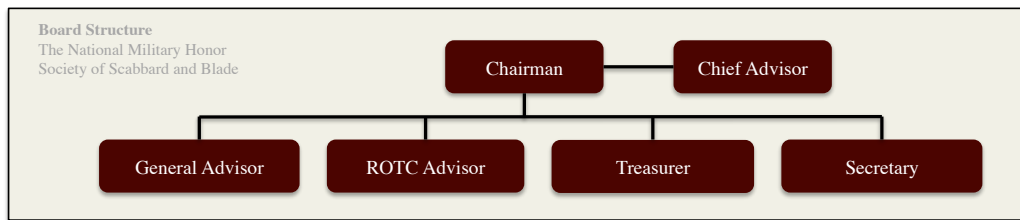
The National Military Honor Society of Scabbard and Blade is a nationally accredited collegiate honor society with the Association of College Honor Societies (ACHS). This organization operates very closely with the Senior Program but must be operated separately because of the accreditation requirements imposed by ACHS.

Qualification. All ROTC Cadets are eligible for Honor Society membership, regardless of senior program membership, once they have entered their junior or senior year of their military studies and are ranked in the top 20% of their military class using their Commander’s Order of Merit Listing (OML).

4.2.1. Organization

Officers. The Honor Society has three officers, President, Treasurer, and Secretary.

Board. The Board is composed of 3-9 members and is responsible for the integrity and direction of the Honor Society. The current positions of the Board are: Chairman, Chief Advisor, General Advisor (2), ROTC Advisor (3), Treasurer, and Secretary.



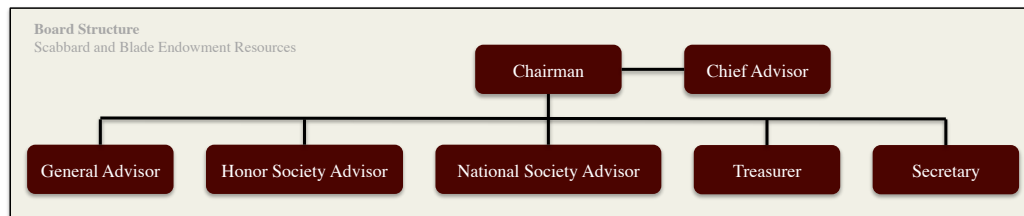
4.3. Scabbard and Blade Endowment Resources (SABER)

SABER is a 501c3 tax-exempt organization. It is used specifically for fundraising for scholarships, programs, and activities that are directly related to Scabbard and Blades Purpose and Ideals. This account is only used and operated by the National Headquarters.

4.3.1. Organization

Officers. The National Headquarters has three officers, President, Treasurer, and Secretary. These three officers serve all Scabbard and Blade organizations to improve efficiency unless otherwise specified by the board of directors for the specified organization.

Board. The Board is composed of 3-10 members and is responsible for the integrity and direction of SABER. The current positions of the Board are: Chairman, Chief Advisor, General Advisor (2), Honor Society Advisor (2), National Society Advisor (2), Treasurer, and Secretary.



5. SENIOR PROGRAM

This guide is intended to help get your company started quickly and effectively. This guide is not all inclusive and does require more elaboration in certain areas. We encourage you to send us comments with your suggestions on how to improve this guide to headquarters@scabbardandblade.org. We are excited to have you apart of the team!

The Senior Program’s mission is to prepare its members for active duty.

Build Your Company ... The Next Steps

Below are the high level objectives for you company to complete. The following sections will describe each of these items in more detail.



5.1.1. Charter Signing Event

Once your company is officially chartered, you will receive a National Company Charter. The charter is a documented agreement between the National Headquarters and your company that states that your company has been admitted to Scabbard and Blade.

Whether this is your company’s initial charter or reactivation, it will be a memorable event; we encourage you to take pictures and document the event. Once completed, would love to share the event with other fellow companies! Submit your pictures and other material to PR@scabbardandblade.org. *Note:* Be sure to sign above the company positions to allow enough signature room.

- Objective:** Document your company Charter signing event and send media to the National Headquarters.

5.1.2. Initiate Additional Qualified Members

Membership Qualifications. Each student must meet these requirements to be eligible for membership:

- Active ROTC student, good standing with ROTC unit and school
- Completed at least one semester of military studies
- Received recommendation letter from the student’s respective ROTC unit commander
- Taken a pledge to become a commissioned officer
- Determined to actively develop his/her Five Star qualities

- Objective:** (If applicable) Initiate additional members who meet the above membership qualifications.

5.1.3. Company Operations Plan

The next step is to complete your Company Operations Plan. This entails many activities that are captured in the PowerPoint package – Company Operations Plan Template. Please refer to the scabbardandblade.org/get-started to access the latest version.

- Objective:** Develop Company Operations Plan
 - Sub-Objective:* Develop Company Mission and Goals
 - Sub-Objective:* Establish Development Program
 - Sub-Objective:* Define Initial Events and Activities
 - Sub-Objective:* Develop Company Budget

- Sub-Objective:* Set up your Company Command Group
- Sub-Objective:* Define the Rules and Regulations of the Company
- Sub-Objective:* Register your Company Online

Below are additional details for completing each of the above objectives.

5.1.4. Company Mission and Goals

Mission. A company mission should be established for your company. This can be the Senior Program's default mission or a mission statement unique to your company's purpose. Whichever mission statement you use, it should be directly inline with the national mission and vision.

Goals. Your company's goals should be unique to your company. They should complement your mission and the overall purpose for establishing a Scabbard and Blade company. These goals should be developed at the beginning of the year and evaluated throughout the year to keep your company in line with your mission.

- Sub-Objective:** Develop company mission
- Sub-Objective:** Develop company goals

5.1.5. Company's Development Program

Scabbard and Blade focuses on activities that are beneficial to an officer's long-term career development. Your company should develop their programs around this philosophy. We encourage your company to specifically focus on activities that are not or are not being adequately covered by an existing program. This means that your company should not focus on activities that will primarily become obsolete once they are commissioned or soon thereafter. Examples of such activities include but not limited to Drill and Ceremony and Field Training exercises. Although these can be great activities, Scabbard and Blade is focused on other key development activities.

- Sub-Objective:** Establish your Development Programs

The National Headquarters has drafted five key parameters for your company to reference when crafting a development program or other activities.

Parameters. Before performing a particular activity, refer to this checklist. Each activity should meet at least three of the below requirements:

- This activity complements at least one of the Five Star qualities
- This falls within the bounds of the five purposes
- This will support the long-term development of its member
- The objective of this activity is not adequately covered by another instituted training program
- This activity allows members to be effectively evaluated

5.1.6. Approved Development Programs

Below is a list of approved development programs. We understand these program as listed are general descriptions. Our goal over the next year is to identify the most effective and useful programs and provide a proven Operations Plan with best practices for each. In the meantime, we encourage your company to experiment and match your company goals with complementing programs.

Communication Program. This program focuses on delivering an interactive communication program that allows members to practice person-to-person and group communication skills that are vital for a successful career. This program should reflect an open learning environment that encourages but does not mandate participation.

Leadership Program. This should be an application based leadership program that allows members to practice critical thinking, decision-making, teamwork, conflict resolution, and many other relevant leadership skills. We recommend using group leadership exercises.

Ethics Program. This program should focus on the grey area of ethics where many people can get confused. Most people believe ethics are cut and dry but there are many situations that are not black and white. We encourage our companies to address the gray areas of ethics in order to help members to identify the slippery slopes of certain actions and decisions. We recommend this type of program be done for all new members.

Community Service Activities. Service is an essential quality of every effective officer. We highly encourage companies to complete all types of service activities, especially those that also give members opportunity for leadership experience. This could range from organizing a fundraising event, organizing a large scale (30+ people) service event, or mentoring activities.

Academic Excellence Program. This program is meant to encourage members to maintain and to continue to raise their already high standard of academic excellence. This program can be done by using a goal system that rewards cadets for their short-term (semester) performance. This program should be completely voluntary and have zero consequences for not participating.

Joint Military and Professional Education Programs. This should be focused primarily on bringing in professional or local speakers to address topics relevant to today’s officers. If relevant, field trips can also be performed.

Innovative Program Award! If your company develops a great development program or activity, we encourage you to submit it for an Innovative Program Award. The National Headquarters is always looking for innovative and effective programs. If your company has one, please share it with us; your company could win an award! To apply for the Award please contact awards@scabbardandblade.org.

5.1.7. Approved Activities and Events

Below is a list of approved activities and events. If your company decides to complete an activity outside this list, please refer the checklist below. Each activity should meet at least three of the below requirements (same as the previously mentioned parameters):

- This activity complements at least one of the Five Star qualities
- This falls within the bounds of the five purposes
- This will support the long-term development of its member
- The objective of this activity is not adequately covered by another instituted training program
- This activity allows members to be effectively evaluated

- Sub-Objective:** Define Initial Activities and Events

Guest Speakers. Bringing speakers in to address your members is an outstanding way to build camaraderie and develop your members. Guest speakers allow your members to interact with and get first hand advice from distinguished leaders. We highly recommend this activity to be done at least once a year.

Group Leadership Projects. This is a great opportunity to develop relationships and break the military branch barriers within your company. These types of activities can be as simple as icebreakers during company meetings or more elaborate all-day events.

Educational Events. This type of event focuses on historical field trips and military base visits. This includes visiting museums or shadowing current military members. The purpose of this activity is to expose your company’s members to new environments and knowledge.

Community Service Activities. Service is an essential quality of every effective officer. We highly encourage companies to complete all types of service activities, especially those that also give members opportunity for leadership experience. This could range from organizing a fundraising event, organizing a large scale (30+ people) service event, or mentoring activities.

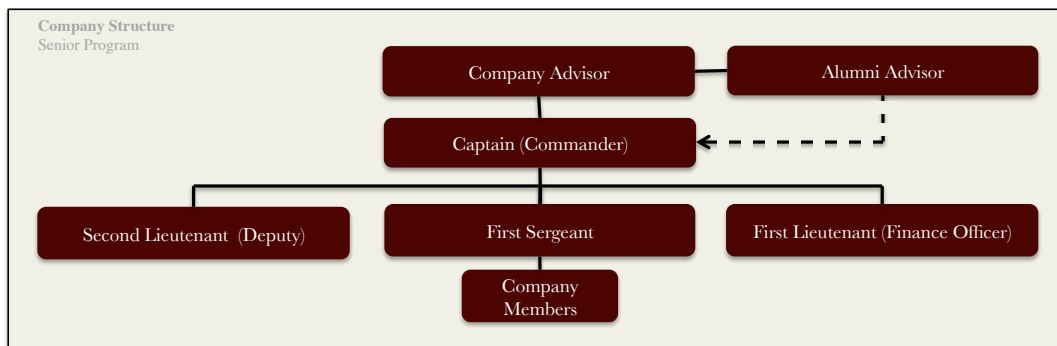
5.1.8. Develop your Company Budget

Visit Scabbardandblade.org/get-started to find the latest Company Budget Template. From there you can edit the template to fit your company’s goals. The template is set up to be as automated as possible. Please only insert data into the cells highlighted in green to avoid broken cell linkages.

- Sub-Objective:** Develop Company Budget

5.1.9. Company Structure and Positions

At a minimum, Companies are required to follow this organization chart. Companies are permitted to add additional officers if the company operations plan requires for additional positions.



- Sub-Objective:** Set up your Company Command Group
 - Company Advisor:** _____
 - Alumni Advisor:** _____
 - Company Captain:** _____
 - Company First Lieutenant:** _____
 - Company Second Lieutenant:** _____
 - Company First Sergeant:** _____

Company Advisor. Guide the company towards effective development activities and take an active role in mentoring and developing the company members to become effective officers.

Eligibility:

- Must be the Professor of Military Science (PMS), Professor of Aerospace Studies (PAS), Professor of Naval Science (PNS), or a designated commissioned ROTC cadre staff member
- Dedicate up six hours a month to Scabbard and Blade activities. Advisors must be dedicated to taking an active role in mentoring and developing its members.
- Company Advisor may rotate at the discretion of the ROTC departments

Overview of Duties:

- Nominate and validate membership eligibility

- Oversight of company activities/events
- Promote a strong relationship with the National Headquarters
- Oversee the academic and ethical standards of the company
- A basic knowledge the Society's history, organization, and mission
- Maintain/support the standing and growth of their company within the ROTC departments and the wider campus community
- Mentor and develop members to become effective officers

Alumni Advisor. Ease the transition of cadre and cadet leadership turnover by bringing company experience and continuity. The alumni advisor should also assist the Company Advisor in actively mentoring and developing the members to become effective officers

Eligibility

- Provide ongoing, sustained support to the company
- 2 Year commitment to position
- Recommend: Advisor should live in the local area and/or has recently graduated

Overview of Duties:

- Participation in key company events, such as initiations, banquets, and awards ceremonies
- Liaison with the ROTC commanders and appropriate University/College administrators
- Alumni Commander or point of contact for companies without an Alumni Association
- In-depth knowledge of the Society's history, organization, and mission
- Maintain the consistent and proper functioning of the company with continuity knowledge for advising Company Advisor and members
- Ease cadre and cadet turnover
- Promote a strong relationship with the National Headquarters
- Maintain/support the standing and growth of their company within the ROTC departments and the wider campus community
- Mentor and develop members to become effective officers

Company Captain. Responsible for the successful planning and operations of the company.

Eligibility:

- Active Company member
- Previously served a Company Position

Overview of Duties:

- Serves as the Company Commander
- Directly reports to the National Executive Director
- Lead the growth and successful operations of their company
- Prepare/Present/Execute an Academic Year Operations Plan (i.e. August 13'-May 14'). This plan should include activities, planned initiation number, etc. Form will be distributed August 13'
- Dictate the eligibility of company uniform items
- Chair company meetings
- Enforce the Constitution and Company By-Laws
- Conduct initiations
- Direct the efforts of his or her subordinate company officers
- Care and safekeeping of company assets and property
- Maintain/support the standing and growth of their company within the ROTC departments and the wider campus community
- Submits annual reports and dues to National Headquarters

Company First Lieutenant. Responsible for the internal and external project, activities, and communications of the company. He or she will also fulfill the duties of the company commander in their absence.

Eligibility

- Active Company member

Overview of Duties:

- Serves as the Deputy Company Commander
- Directly reports to Company Commander
- Fulfills the duties of the Company Commander's during his or her absence
- Manages company's website and email account
- Submits Company Article for publishing in the Scabbard and Blade Journal
- Responsible for the execution of all company activities/events
- Leads all major company activities/events i.e. fundraising, leadership development seminars, awards banquets, etc.

Company Second Lieutenant. Responsible for the financial health of the company by planning and executing a company budget.

Eligibility

- Active Company member

Overview of Duties:

- Serves as the Company Finance Officer
- Directly reports to Company Commander
- Responsible to collect member fees, dues, fines, etc.
- Disburses payment for authorized obligations
- Prepare budget for the approval of the Company
- Maintain true and accurate financial records

Company First Sergeant. Responsible for the integrity and infrastructure of the company.

Eligibility

- Active Company member

Overview of Duties:

- Serves as the Retention, Morale, and Standards Officer
- Directly reports to Company Commander
- Maintain the health and infrastructure of Company
- Enforces Constitution and Company By-Laws
- Develop and support growth initiatives for the company membership and awareness
- Records minutes of all meetings, active member roster, initiations, resignations, expulsions, and suspensions
- Accountable for all active company members
- Generate the end of year report for the National Commander

5.1.10. Company Rules and Regulations

The last section in the Company Operations Plan is the rules and regulations section. This section focuses on what is and is not permitted within your company. This is highly customizable in order to meet your company goals. Please refer to the Company Operations PowerPoint template to fill out the template.

- Sub-Objective:** Establish Company Rules and Regulations

Company Council. The Company Council is the policy-making body of the Society. This council is responsible for policy, national elections, mergers, dissolution, and sales of assets outside the regular course of activities.





Every company shall be entitled to one voting delegate and an alternate. Each representative will have the privilege of the floor, and be eligible for membership on committees. If the voting delegate is absent, the alternate delegate will fulfill his/her duties. Each delegate and alternate must be at least the age of eighteen.

- **Company Delegate (Primary):** _____
- **Company Delegate (Secondary):** _____

To learn more, refer to the Scabbard and Blade Constitution at Scabbardandblade.org/get-started/

Company Uniform Items. Every member is eligible to wear specific Scabbard and Blade uniform items. Your company can place additional requirements on certain items in order to encourage members to achieve a higher academic, company involvement, and/or development standard.

Below are a list of the core Scabbard and Blade uniform items. More items are being developed; check the online store to see the latest items.

Company Uniform Items Senior Program			
			
Membership Ribbon	Company Shoulder Cord	Company Ribbon	Honor Stole
National Eligibility. All National Members are permitted to wear this uniform item.	National Eligibility. Active Company members are eligible wear this uniform item.	National Eligibility. Active Company members are eligible wear this uniform item.	National Eligibility. Active Company members are eligible wear this uniform item.
Company Eligibility. No additional requirements may be placed on this item.	Company Eligibility. Additional requirements may be placed on this item.	Company Eligibility. Additional requirements may be placed on this item.	Company Eligibility. Additional requirements may be placed on this item.

5.1.11. Website Registration

Scabbardandblade.org will be the primary medium for interaction with the National Headquarters. The website will allow you to do many things such as nominate members, purchase uniform items, file reports, and more. Your company username will never change but be sure to protect your email and password information as that will be information needed to access the website.

Company Account Username: _____

Note: Your default password has been emailed to you

Once logged in:

Update your Email: _____

Change your Password: _____

5.2. Miscellaneous Tools

Visit scabbardandblade.org/get-started/ to view these additional tools.

- Company Database** – This tool will allow you begin building strong company records and jumpstart your alumni database. A successful alumni program can mean the difference between good and great.

- **Weekly Meeting Agendas** – Start holding effective meetings from day one. This highly customizable tool will instantly boost your Company’s meeting productivity.

5.3. Company Awards

Below are the Scabbard and Blade Company awards. To apply for these awards please request more information from awards@scabbardandblade.org.

5.3.1. Distinguished Company Award

The Distinguished Company Award will be presented to the #1 Company in the Nation. Companies will be judged operations, member development, and improvement initiatives. Applications will be distributed at the end of every February. This award will be presented during the month of April.

5.3.2. Outstanding Company Award

The Scabbard and Blade Outstanding Company award will be presented to Companies that demonstrate outstanding company improvement and operations and member development. Companies will be judged operations, member development, and improvement initiatives. Packets will be distributed to companies at the end of every February. This award will be presented during the month of April.

5.3.3. Innovative Program Award

The Innovative Program Award will presented to any Company that develops an exemplarily program for the use of its member. The program will be judged on the utility, duplication, and alignment with Scabbard and Blade’s Purposes and Five Stars. Applications for this award can be submitted at any time.

Initial Company Task List

In order to help get your company started, the below list is a combined list of the tasks needed to be complete.

Task	Status	POC	Due Date
<input type="checkbox"/> Charter Signing Event			
Company Operations Plan			
<input type="checkbox"/> <i>Sub-Objective: Develop Company Mission and Goals</i>			
<input type="checkbox"/> <i>Sub-Objective: Establish Development Program</i>			
<input type="checkbox"/> <i>Sub-Objective: Define Initial Events and Activities</i>			
<input type="checkbox"/> <i>Sub-Objective: Develop Company Budget</i>			
<input type="checkbox"/> <i>Sub-Objective: Set up your Company Command Group</i>			
<input type="checkbox"/> <i>Sub-Objective: Define the Rules and Regulations of the Company</i>			
<input type="checkbox"/> <i>Sub-Objective: Register your Company Online</i>			
Miscellaneous			
<input type="checkbox"/> Company Database			
<input type="checkbox"/> Weekly Meeting Agendas			

Please Contact the National Headquarters with any questions comments or concerns at our website, scabbardandblade.org/contact or via email at headquarters@scabbardandblade.org.



**THE NATIONAL SOCIETY OF
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