
FIELD OPERATIONS GUIDEBOOK

The source for field unit organization . . .

Last Revised
June 2009



**Air Force Association - National Headquarters
1501 Lee Highway
Arlington, Virginia 22209-1198**

Table of Contents

FORWARD	v
CHAPTER ONE - INTRODUCTION.....	1
AFA STRUCTURE	1-2
HEADQUARTERS	1-3
AIR FORCE MAGAZINE	1-5
CHAPTER TWO - ASSOCIATION GOVERNMENT.....	2
NATIONAL CONVENTION.....	2-1
NATIONAL OFFICERS AND BOARD OF DIRECTORS	2-2
STANDING COMMITTEES AND AUTHORIZED COUNCILS	2-2
CHAPTER THREE - NATIONAL PROGRAMS AND EVENTS	3
ANNUAL NATIONAL CONFERENCE AND AEROSPACE TECHNOLOGY EXPOSITION	3-1
OUTSTANDING SQUADRON DINNER.....	3-2
NATIONAL SYMPOSIA	3-2
AIR FORCE BALL.....	3-2
CHAPTER FOUR - AEROSPACE EDUCATION FOUNDATION.....	4
AFA STATE AND CHAPTER INVOLVEMENT/AEROSPACE EDUCATION.....	
VICE PRESIDENT.....	4-1
HERITAGE AEROSPACE EDUCATION FOUNDATION PROGRAMS	4-1
RAISING FUNDS TO SUPPORT PROGRAMS	4-2
THE FELLOWSHIP PROGRAM	4-3
CHAPTER FIVE - ARNOLD AIR SOCIETY/SILVER WINGS	5
THE ARNOLD AIR SOCIETY	5-1
SILVER WINGS.....	5-2
CHAPTER SIX - INDUSTRIAL ASSOCIATES.....	6
CHAPTER SEVEN – THE REGION.....	7
THE REGION	7-1
RESPONSIBILITIES OF THE REGION PRESIDENT	7-2
CHAPTER EIGHT - THE STATE ORGANIZATION.....	8
THE STATE ORGANIZATION.....	8-1
REQUIREMENTS OF A STATE ORGANIZATION	8-1
PRIVILEGES OF A STATE ORGANIZATION.....	8-2
FORMING A STATE ORGANIZATION	8-3
RESPONSIBILITIES OF THE STATE ORGANIZATION AND ITS OFFICERS	8-3
MINIMUM STATE REQUIREMENTS	8-4
OFFICER RESPONSIBILITIES - PRESIDENT.....	8-5
OFFICER RESPONSIBILITIES - VICE PRESIDENT	8-7
OFFICER RESPONSIBILITIES - TREASURER	8-8

OFFICER RESPONSIBILITIES - SECRETARY	8-8
OFFICER RESPONSIBILITIES - VICE PRESIDENT FOR LEADERSHIP DEVELOPMENT	8-9
OFFICER RESPONSIBILITIES - VICE PRESIDENT GOVERNMENT RELATIONS-VETERANS AFFAIRS	8-10
CHAPTER NINE - THE CHAPTER	9
REQUIREMENTS OF A CHAPTER.....	9-1
PRIVILEGES OF A CHAPTER.....	9-2
ORGANIZING A CHAPTER.....	9-3
MINIMUM CHAPTER REQUIREMENTS	9-4
OFFICER RESPONSIBILITIES - PRESIDENT	9-5
OFFICER RESPONSIBILITIES - VICE PRESIDENT.....	9-7
OFFICER RESPONSIBILITIES - SECRETARY.....	9-8
OFFICER RESPONSIBILITIES - TREASURER.....	9-9
CHAPTER TEN - PROGRAMMING AND REPORTING REQUIREMENTS	10
REPORTING ON UNIT ACTIVITIES AND FINANCES	10-2
GUIDE TO PREPARING Plans and REPORTS.....	10-2
PROCEDURE FOR SUBMISSION OF REPORTS	10-3
IRS EMPLOYER IDENTIFICATION NUMBER (EIN).....	10-5
AFA TAX STATUS AND IRS FORM 990	10-5
CHAPTER ELEVEN - FINANCES.....	11
REGION PRESIDENTS' ALLOCATIONS.....	11-1
STATE ORGANIZATIONS.....	11-1
CHAPTERS	11-2
ADDITIONAL PAYMENT	11-3
RESPONSIBILITIES OF NEWLY-CREATED CHAPTERS	11-5
CHAPTER MATCHING GRANTS-OTHER THAN EDUCATION.....	11-5
CHAPTER TWELVE - MEMBERSHIP.....	12
MEMBERSHIP OPTIONS	12-1
BENEFITS OF AFA MEMBERSHIP	12-1
MEMBERSHIP RETENTION.....	12-2
EXPIRATION	12-3
AFFILIATING WITH A CHAPTER.....	12-3
CHAPTER THIRTEEN - COMMUNITY PARTNER PROGRAM	13
COMMUNITY PARTNER RENEWALS	13-2
RECOGNITION	13-3
CONCLUSION.....	13-3
CHAPTER FOURTEEN - RESOURCES FOR FIELD UNITS.....	14
MEMBERSHIP ROSTERS.....	14-1
EXPLANATION OF CATEGORIES	14-1
SUPPLIES.....	14-3
AIR FORCE MAGAZINE	14-4
SERVICES.....	14-6
CHAPTER FIFTEEN - AFA NATIONAL AWARDS.....	15
NATIONAL ACTIVITY AWARDS.....	15-1

UNIT AWARDS..... 15-1
INDIVIDUAL AWARDS 15-2
METHOD OF SUBMITTING NOMINATIONS FOR NATIONAL ACTIVITY AWARDS 15-6
MEMBERSHIP AWARDS..... 15-7
NATIONAL AEROSPACE EDUCATION AWARDS..... 15-9
AEROSPACE EDUCATION ACHIEVEMENT AWARD 15-9
AEROSPACE EDUCATION EXCELLENCE AWARD..... 15-10
AFA AEROSPACE AWARDS AND CITATIONS OF HONOR..... 15-11

FORWARD

THE FIELD OPERATIONS GUIDEBOOK (FOG) WAS DEVELOPED BY THE ORGANIZATIONAL DEVELOPMENT COMMITTEE IN THE MID-1960'S TO REFLECT ESTABLISHED AFA POLICIES. IN SUBSEQUENT YEARS THE FOG HAS BEEN UPDATED ADMINISTRATIVELY TO REFLECT CHANGES IN POLICY AS THEY HAVE BEEN ADOPTED BY THE AFA BOARD OF DIRECTORS AND/OR THE DELEGATES AT NATIONAL CONVENTION. IN CASES WHERE CONFLICT EXISTS WITH THE AFA NATIONAL CONSTITUTION OR OPERATIONS AND PROCEDURES MANUAL, RESOLUTION WILL BE AS DETERMINED BY THE EXECUTIVE COMMITTEE.

DISTRIBUTION

PRINCIPAL DISTRIBUTION WILL BE BY THE WORLD WIDE WEB ([WWW.AFA.ORG](http://www.afa.org)). PRINTED COPIES WILL BE PROVIDED TO REGIONS, STATES AND CHAPTERS UPON THEIR REQUEST.

CHANGES

CHANGES TO THIS GUIDEBOOK WILL BE MADE ADMINISTRATIVELY TO REFLECT NEW POLICIES AS THEY ARE APPROVED.

REVISED APRIL 2007

Chapter One

Introduction

THE ASSOCIATION provides an organization through which we, as free people, may unite: to advocate for and support the men and women of the United States Air Force; to address the defense responsibilities of our nation imposed by the many advances in aerospace technology that have been and will continue to be made; to educate the members and the public at large as to what those men and women and technology contribute to the security of free people and the betterment of mankind; and to advocate and support military preparedness of the United States and its allies in order to adequately maintain the security of the United States and the free world.

The Air Force Association is an independent, civilian, nonprofit aerospace organization, privately operated and financed, with no personal, political, or commercial axes to grind; incorporated in the District of Columbia on February 4, 1946.

The Association provides an organization through which free people may unite:

- advocate for and support the men and women of the United States Air Force;
- address the defense responsibilities of our nation imposed by the many advances in aerospace technology that have been and will continue to be made;
- educate the members and the public at large as to what those men and women and technology contribute to the security of free people and the betterment of mankind;
- support military preparedness of the United States and its allies in order to adequately maintain the security of the United States and the free world.

AFA is composed of Air Force veterans and retirees, individuals on active duty (officers and enlisted), civil service personnel, members of the Reserve and Guard Forces, Cadets, and many men and women who have never experienced military service.

AFA Structure

The Air Force Association is organized into local chapters, state organizations, regions, national officers, a Board of Directors and a national headquarters with a professional staff. The delegates at national convention are the top governing body of AFA. Between conventions, AFA policy is established by the Board of Directors. Between Board meetings the Board of Directors acts through an Executive Committee.

ELECTED NATIONAL OFFICERS of the Association are a Chairman of the Board of Directors, a Vice Chairman of the Board for Field Operations (VCoB-FO), a Vice Chairman of the Board for Aerospace Education (VCoB-AE), a Secretary, and a Treasurer. They are elected at the National Convention of the Association for terms of one (1) year. Should a National Convention be cancelled, elections will be conducted as defined in the Operations and Procedures Manual. Officers serve until the adjournment of the succeeding National Convention following their election and until their successors take office. No person may be elected to the office of Chairman of the Board, Vice Chairman of the Board for Field Operations or Secretary for more than two (2) consecutive terms. No person may be elected to the office of Vice Chairman of the Board for Aerospace Education for more than three (3) consecutive terms. No person may be elected to the office of Treasurer for more than four (4) consecutive terms.

THE BOARD OF DIRECTORS is vested with the administrative power of the Association between national conventions. The Board is comprised of the following:

- **Voting Directors**

- (1) The nine (9) directors elected at the National Convention of the Association for a term of three (3) years with one-third (1/3) being elected each year. Two (2) directors shall be elected on an at-large basis from across the Association and one (1) director shall be elected on a geographical basis each year. Geographical areas and order of election shall be as defined by the Board of Directors and reflected in the Operations and Procedures Manual. Should a National Convention be cancelled, elections shall be authorized as defined in the Operations and Procedures Manual.
- (2) The elected national officers of the Association.
- (3) The immediate past retired Air Force Chairman or Vice Chairman of the Joint Chiefs of Staff, the immediate past retired Chief of Staff of the United States Air Force, and the immediate past retired Chief Master Sergeant of the Air Force if they accept the invitation to serve as directors. Should either the immediate past retired Chief of Staff of the United States Air Force or Chief Master Sergeant of the Air Force decline to serve, the Chairman of the Board may, with the concurrence of the Board, appoint another retired Air Force senior leader to the Board
- (4) A maximum of three (3) additional Directors appointed annually by the Chairman of the Board, with the approval of the Board of Directors, who will

serve until the adjournment of the next National Convention. These Directors will provide expertise in matters of particular and current concern to the Association.

- **Nonvoting Directors.** Board Members Emeritus, Chaplain, President, National Commander of the Arnold Air Society, and those members of the Association so designated by the Board of Directors or by the Executive Committee, shall be nonvoting members of the Board of Directors. The immediate past Chairman of the Board when not serving in an elected position on the Board of Directors shall serve for a maximum of two (2) years as a non-voting member of the Board.

FOURTEEN REGIONS each consisting of from one to six states, monitor activities of the units within their area of responsibility. The Region President elected for each Region shall be its chief executive officer and, in addition, each Region shall have an Executive Committee consisting of the President of each State and of each Chapter within its jurisdiction, as well as officers as necessary for the conduct of regional business.

A STATE ORGANIZATION serves as a control unit, and coordinates the activities of its local chapters. It has primary responsibility for organizational effort in areas interested in forming a chapter, lends assistance to existing chapters, conducts meetings and an annual convention, and focuses attention on projects or problems of a statewide nature. A minimum of two active chapters are required before a state organization may be chartered.

THE CHAPTER is the local unit in AFA's organizational structure. Through chapters AFA members work together as a body to carry out the goals of the Association. Chapters conduct meetings, symposia and seminars, aerospace education projects and stage airpower displays which serve to focus attention on the Air Force and to support AFA objectives. A minimum of 20 voting members are required to charter a chapter. The chapter's primary objective, normally achieved through careful programming, is to educate the public-at-large of the necessity for a strong national defense.

Headquarters

The Air Force Association Headquarters is located in Arlington, Virginia, in order that the Association can present, at the top level of government and defense, aerospace policy that is originated by some of the best qualified individuals in the country, the members of AFA.

The President/CEO of the Association, manages the headquarters operation.

Headquarters operations include the following activities:

- Assisting AFA units in the development and conduct of activities.
- Editing and publishing the Association's official publication, Air Force Magazine.

- Conducting membership campaigns, as well as handling all other membership fulfillment responsibilities.
- Arranging and coordinating all national meetings and convention activities.
- Maintaining constant contact with the United States Air Force, the Department of Defense, other government agencies and committees on items approved by the Association.
- Sponsoring national programs and activities to focus public attention on the Air Force and its people.
- Sponsoring programs and services to AFA members including credit cards, product discounts (travel, hotel, car rental) and insurance (term life, accident, hospital indemnity, cancer, and others).
- Conducting a Corporate Membership Program for member companies, including dissemination of information about the U.S. Air Force mission and requirements by means of briefings and published materials.
- Establishing working relationships and working with other organizations whose objectives are consistent with those of the Air Force Association.

***AIR FORCE* Magazine**

AIR FORCE Magazine is the monthly journal of AFA and one of the world's foremost military and aerospace publications.

Editorially, the magazine analyzes and interprets all facets of aerospace power. Its policy is to provide readers with broad knowledge and detailed coverage of military aerospace matters not available from any other single source. In so doing, the magazine supports and furthers the objectives of the Air Force Association. To accomplish these editorial purposes, the magazine's own staff covers the Pentagon, Capitol Hill, USAF's major operating commands, aerospace industry, and the people of the Air Force to remain abreast of -- and to write about -- the activities affecting aerospace power today and tomorrow.

Through these efforts, and thanks to the magazine's reputation built up over more than six decades of leadership, *AIR FORCE* readers can keep ahead on trends and issues. Regular coverage of military-political affairs, strategy and doctrine, operations, logistics, personnel actions, and foreign developments add breadth to the magazine's content. So, too, do articles on the heritage of airpower.

Chapter Two

Association Government

THE top governing function of the Air Force Association is vested in the delegates at National Convention. Between Conventions, AFA policy is vested in the national Board of Directors. Between Board meetings the Board of Directors acts through an Executive Committee which serves as an extension of the Board.

The structure and function of the Association's various bodies and the policies, rules and procedures by which they operate may be found in the AFA National Constitution, Operations and procedures Manual (OPM) and the Field Operation Guidebook (FOG). Each of these is available in print by request or on the internet in the Field Resources/Library section of the AFA website.

National Convention

National Conventions are held annually at a time fixed by the Board of Directors. Participation at Convention business sessions is limited to authorized delegates, national officers and directors and to persons expressly invited by the presiding officer.

As the Association's governing body, the delegates at convention:

- Adopt the Association's Annual Statement of Policy and Top Issues;
- Approve, if required, amendments to the National Constitution;
- Establish standards and procedures to be followed by the Association and its units;
- Elect national officers and members to the Board of Directors;
- Act upon any other matters of concern to the Association.

The membership of the Association is represented through delegates drawn from the chapters and states and assembled at the National Convention in accordance with the National Constitution. In general, each active chartered state is entitled to one delegate, plus one delegate for each active chartered chapter within the state and one additional delegate for each 500 voting members or major fraction thereof. States not having a chartered state organization, territories and overseas areas are entitled to one delegate for

each active chartered chapter within their boundaries and one additional delegate for each 500 voting members or major fraction thereof.

Normally the state president is responsible for selection of delegates in the manner prescribed by their governing documents, and for submission of forms certifying those delegates to the Credentials Committee at the National Convention.

Permanent Rules and Procedures to be followed at a National Convention were first adopted by the delegates at the 1967 National Convention and have been amended or rewritten as needed. The complete and current text of these rules, which includes details on certification of delegates, the procedures for submission of resolutions, general voting rules, election of officers and directors, and general rules are in the Operations and Procedures Manual. Every official delegate to the National Convention receives a copy of the Rules and Procedures in his/her Delegate Kit.

National Officers and Board of Directors

National Officers of AFA are a Chairman of the Board of Directors, a Vice Chairman for Field Operations, a Vice Chairman for Aerospace Education, a Secretary and a Treasurer who assume their respective offices effective October 1 following the conclusion of the convention. Terms are for one year and no person can be elected to office of Chairman of the Board or Vice Chairman for more than two consecutive terms; for Secretary for more than three terms; and for Treasurer for more than five terms.

Between National Conventions, administrative power of the Association is vested in the Board of Directors, whose membership consists of nationally elected AFA officers and NINE members elected for a period of three years with one-third being elected each year. The AFA National Constitution specifies additional voting members as well as Directors Emeritus and Ex-officio members who are nonvoting.

Between meetings, the Board of Directors acts through an Executive Committee which, as an extension of the Board and within any restrictions imposed from time to time by the Board of Directors, is vested with the full power and authority of the Board.

Standing Committees and Authorized Councils

AFA's Constitution provides for the Executive Committee, the Nominating Committee and the six standing committees listed below. Their duties and responsibilities are listed in the Operations and Procedures Manual. Other committees may be determined to be necessary

from time to time and may be appointed by the National Convention, the Board of Directors, the Chairman of the Board, or the President.

The committees and councils are established to carry on the business of the Association or to advise the Chairman of the Board or President in areas of special interest.

- a. Finance Committee
- b. Membership Committee
- c. Constitution Committee
- d. Long-Range Planning Committee
- e. Audit Committee

The AFA National Constitution also provides for Advisory Councils whose duties and responsibilities are listed in the Operations and Procedures Manual. The Councils are as follows:

- f. Company Grade Officer Advisory Council
- g. Enlisted Council
- h. Civilian Advisory Council
- i. Veterans/Retiree Council
- j. Air Force Reserve Council
- k. Air National Guard Council
- l. Air National Guard Council

Chapter Three

EACH YEAR the Air Force Association sponsors several major programs in support of the Air Force mission and conducts other events during the year in support of AFA objectives.

Two of the major programs conducted in support of the AFA mission are the annual National Convention (including the Aerospace Technology Exposition) and the Outstanding Squadron Dinner for the Air Force Academy. In October of each year the National Headquarters also conducts a State President's Orientation program in Arlington, VA. An active National Symposium program throughout the year features special events that highlight support of both AFA objectives, and the Air Force Mission.

Annual National Convention and Aerospace Technology Exposition

The AFA Convention, with its Aerospace Technology Exposition, is the largest aerospace gathering of the year. Total attendance at this event, held in September in Washington, D.C., normally exceeds 8,000 AFA and Congressional leaders, aerospace industry executives, Air Force and other government officials and civic leaders.

Activities at an AFA Convention are many and varied, ranging from business sessions to symposia with top government officials and aerospace leaders participating, and three luncheon events; two of them providing major speaking platforms for the Secretary of the Air Force and the Chief of Staff.

A typical AFA Convention program includes:

- President's Reception and Awards Dinner
- Convention Keynote and Opening Ceremonies
- AFA Memorial Service
- Aerospace Education Foundation Luncheon or dinner
- Business sessions
- Outstanding Airmen Dinner
- Congressional Breakfasts and/or visits to Congressional Offices
- Luncheon for the Secretary of the Air Force
- Luncheon for the Chief of Staff, USAF
- Air Force Anniversary Reception and Dinner
- Informational and Professional Workshops
- A Policy Forum

AFA's Aerospace Technology Exposition is held in conjunction with AFA's Annual National Convention. It provides the latest equipment displays to audiences of key military, government and civilian personnel.

Outstanding Squadron Dinner

Each year AFA sponsors a dinner honoring the Outstanding Cadet Squadron of the Air Force Academy. It is held in conjunction with June Week at the Academy, and is co-sponsored by AFA's Colorado Springs-Lance Sijan Chapter.

The unit to be honored is selected by the Cadet Awards Council, using criteria established by the Academy. All members of the squadron are honored. The squadron is presented the Air Force Association Trophy and each individual member is presented a memento of the event.

National Symposia

Over the years, AFA has sponsored national symposia on a variety of subjects and in a number of cities. These events have featured the nation's leading experts on national security subjects and have been attended by civic, industry and military leaders from throughout the country.

These symposia are organized and implemented by the AFA Headquarters staff and conducted with the support and participation of national officers. Chapters and state organizations, where appropriate, frequently mount a military ball, golf tournament, or other such event in conjunction with the Symposium.

Air Force Ball

The Association, in cooperation with AFA leaders and chapters in the Los Angeles area, has sponsored the Air Force Ball in Beverly Hills, California since 1972. It combines a Salute to America's Space Industry and the presentation of our premiere Space Award, the Thomas D. White Space Award to the individual who has contributed most to the National advancement in space during the past year, and a salute to the motion picture industry for its support of Air Force Activity. It has been attended by civic, industry and military leaders from throughout the country. A total in excess of \$2,000,000 has been contributed to AFA's Aerospace Education Programs and the locally based Schriever Education Foundation. The event has had the full support of AFA headquarters staff and participation of AFA national officers.

Chapter Four

Aerospace Education

AFA helps educate America about science, technology and our national defense. AFA is dedicated to assuring America's aerospace excellence through education. Through scholarships, grants, awards and public awareness, AFA provides America with the tools needed to educate the public and our youth on the importance of science and technology to our national defense. AFA works closely with the Air Force family to support their educational opportunities.

AFA informs the American people about the importance of a strong aerospace base by sponsoring symposia, roundtables, workshops, and other programs to promote aerospace education and foster the exchange of scientific, technical and national security information. AFA is a 501(C)(3) nonprofit organization. Tax-deductible donations fund AFA education programs, scholarships and grants.

AFA State and Chapter Involvement/Aerospace Education Vice President

AFA state and chapter organizations play a highly visible and ever increasing role in supporting the mission and educational programs of the Air Force Association. The Aerospace Education Vice President (AEVP) for state and chapter organizations is an appointed individual to be the Associations point of contact. AEVPs assist the foundation by disseminating information to their members and the communities they serve, thereby furthering the AFA mission.

Heritage Aerospace Education Programs

Visions of Exploration, a joint effort with USA Today newspaper and local Air Force Association Chapters, provides elementary teachers across the nation with a curriculum to enhance student understanding and appreciation for math and science, and to sharpen their critical and strategic thinking skills.

Educator Grants provide up to \$250 per academic year in support to elementary and secondary classrooms for aerospace education programs, opportunities, and activities when no support is currently available.

Chapter Matching Grants to AFA chapters is designed to promote aerospace education activities at the AFA chapter level. The program allows AFA National to reward aggressive chapters with annual grants for creating/promoting community educational activities and events in math and sciences.

AFJROTC Instructor Grants are funded by AFA and managed by AFJROTC Headquarters. These grants assist with a variety of aerospace education activities.

Civil Air Patrol Grants – Civil Air Patrol Instructor Grants and Civil Air Patrol Educator Grants are funded by AFA and managed by Civil Air Patrol Headquarters.

Pitsenbarger Awards provide a one-time grant of \$500 to selected top active duty, Guard and Reserve USAF enlisted personnel graduating from the Community College of the Air Force (CCAF) who plan to pursue a baccalaureate degree.

Teacher Recognition Programs honor outstanding teachers, promote excellence in the field, and encourage aerospace instructional activities. Each year, we conduct a national search for a "Teacher of the Year" who receives the prestigious National Aerospace Teacher of the Year Award. Many states and chapters also recognize local teachers throughout the nation.

Aerospace Education Awards are presented each year to AFA chapters and members that promote aerospace education in the local community.

AFA Scholarships for Air Force Spouses encourage thirty Air Force spouses worldwide to pursue associate/bachelor undergraduate or graduate/post-graduate degrees. The twelve recipients receive \$2500 each.

The Jodi Callahan Memorial Graduate Scholarship was first awarded in 1997, and provides financial assistance and recognition to an active duty full time guard or reserve (officer or enlisted) member who is pursuing a Master's degree in a non-technical field.

Raising Funds to Support Programs

Each year AFA conducts address label and calendar fund-raisers, fellowship programs, and receives contributions through the Combined Federal Campaign. All of these provide the Association the funds to run its programs. All contributions to the Association are, by law, fully tax-deductible.

The Fellowship Program

Air Force Association members and chapters can designate a special fellowship in honor of significant contributions of individuals to the advancement or understanding of aerospace power through donations to support Aerospace Education Foundation programs.

H. H. Arnold Fellowship - \$5,000 contribution

Established in 2003 to honor General H. (Hap) Arnold and his leadership in the formation of both the Air Force and the Air Force Association. In the summer of 1945, Arnold was focused on the three million AAF veterans who would be returning to civilian life and began laying the groundwork for an organization that would not only “keep the gang together,” as he put it, but also work effectively on behalf of airpower. Being named an Arnold Fellow honors those with the same spirit of support for those who serve.

General Bernard A. Schriever Fellow - \$2500 contribution

Established in 2000 to honor General Schriever and other leaders who, like General Schriever, have created an Air Force Space Program that is second to none in the world. General Schriever—regarded by most historians as the father of the Air Force’s missile and space program—gave his all to the space race and, through his personal example and leadership, inspired generations of military leaders, as well as their civilian counterparts. The honoree receives a certificate and a Lucite award containing a minted coin honoring General Schriever.

Jimmy Doolittle Educational Fellow - \$1,000 contribution

Established in 1974 to honor those who, in the same spirit as the late General Jimmy Doolittle, actively promote public understanding and support for aerospace power. The honoree receives a personalized certificate and a walnut plaque, which houses a specially minted coin honoring General Doolittle.

Ira Eaker Historical Fellow - \$1,000 contribution

Established in 1981 to honor General Ira C. Eaker and his leadership in inspiring widespread appreciation of the significance of our vital aerospace history, and its role in our national security and the contributions our aerospace achievements have made to the betterment of mankind. Being named an Eaker Fellow honors those who have the same spirit of promoting aerospace power. The honoree receives a personalized certificate and a lucite pyramid containing a minted coin honoring General Eaker.

Fellows and Associate Fellows of the Foundation

Established in 1995 to recognize outstanding contributions to aerospace education.

Fellow of the Foundation - \$500 contribution. The award includes a special certificate and a leather-bound copy of *Crusade for Airpower* by James H. Straubel signed by various Chiefs and Secretaries of the Air Force.

Associate Fellow of the Foundation - \$250 contribution. The award includes a special certificate and a copy of *Crusade for Airpower* by James H. Straubel.

Scott Associate - \$50 contribution. The award was established in 1978 by Walter E. Scott to recognize dedicated individuals who support the AFA missions. The honoree receives a personalized certificate and a wood grain plaque.

To find out more, contact:

AIR FORCE ASSOCIATION
1501 LEE HIGHWAY
ARLINGTON, VA 22209
1-800-727-3337
WWW.AFA.ORG

Chapter Five

Arnold Air Society/Silver Wings

The Arnold Air Society

THE Arnold Air Society, an AFA affiliate, is a professional honorary service organization of selected AFROTC cadets from the nation's leading colleges and universities. It is a private, non-profit organization with a membership of approximately 3,500 during each academic year.

This represents about one quarter of the total AFROTC program. Membership in the Society is voluntary, is open to both male and female ROTC cadets, and is by acceptance and selection.

The Air Force Association serves as the national sponsor of the Arnold Air Society and its Silver Wings Society auxiliary. All members of the Arnold Air Society are Cadet Members of the Air Force Association. The Society's National Commander serves as an ex-officio (non-voting) member of AFA's Board of Directors.

The Society was formed on the campus of the University of Cincinnati in October, 1947 as a local organization with the approval of the late General H. H. "Hap" Arnold, who was chosen to be the first honorary national commander of the organization, then known as the Arnold Society of Air Cadets.

From that has sprung the nearly 150 squadrons throughout the United States bearing Arnold's name, strong in numbers and ideals. They represent the AFROTC to the highest degree.

The United States Air Force officially recognized the Society on April 6, 1948, and has issued an official regulation encouraging and authorizing Air Force support of the organization.

On November 25, 1950, the Arnold Air Society became affiliated with the Air Force Association, and at that time established the following objectives:

- To aid in the development and production of Air Force officers.
- To create a closer and more efficient relationship within the Air Force Reserve Officers Training Corps.

- To further the purpose, traditions, and concepts of the United States Air Force.
- To support aerospace power and its role in national security.
- To advance air and space age citizenship.

The Society has developed as the professional association for United States Air Force officer candidates in university level programs including the Falcon Squadron at the United States Air Force Academy.

The Society concentrates on one major role with three primary functions. The role is to enhance Air Force officer candidate selection and training in university programs. The functions are; (1) expanded communication among peers and with leaders in Air Force, government, industry, academic and sponsor or support organizations, (2) expanded leadership and management opportunity at campus (squadron) and regional or national levels, and (3) campus and community service projects.

Many diverse local service projects are undertaken continuously. Local projects include such activities as visits to orphans and homes for the aged, assistance to youth groups, participation in telethons, bike-a-thons, etc., volunteers for flood, fire or other disaster prevention/clean-up and general response to community interests.

Nationally, the Society concentrates each year on one major project. National projects in recent years have included support of our Nation's Veterans, Promoting Literacy, Environmental Awareness, American Red Cross, POW/MIA, Teen Age Suicide, and Multiple Sclerosis.

The National Headquarters of the Arnold Air Society rotates each year to a college or university selected by a majority vote of the National Conclave delegates. The Conclave is held annually and the Conclave delegates are the supreme and only body having the powers to legislate for the entire organization of the Society.

Serving the national organization is a National Conclave Headquarters, which rotates each year. The administrative and financial functions of the Arnold Air Society are permanently located at The Executive Management Center, 9 E. Loockerman St, Ste B; Dover, DE 09901 or at emc@arnold-air.org

Silver Wings

Silver Wings is a national, co-educational, professional organization of selected and dedicated students from leading colleges and universities across the nation. The Silver Wings is an affiliate of the Arnold Air Society. Annual membership is approximately 1,000 during each academic year on nearly 50 campuses.

The history of Angel Flight/Silver Wings Society began at the University of Omaha in February 1952, where the first flight was organized. Its popularity spread rapidly and by

1957, "Angel Flight" had become a national idea with many names, uniforms, and activities.

In April 1959, in New York City during the Eighth Annual Conclave of the Arnold Air Society, Angel Flight/Silver Wings Society became a national organization of young people with a common purpose.

During the late eighties membership characteristics of the organization began to change. The once all female group of civilians interested in contributing to their university's AFROTC program, evolved into a diverse conglomerate of men and women dedicated to service of the university's AFROTC program, campus and community. In 1997 the society reorganized into a more civilian oriented organization dedicated to creating proactive, knowledgeable, and effective leaders through community service and education about national defense. The society formally changed its name to Silver Wings at the 1998 National Conclave.

The Silver Wings is recognized by the United States Air Force and receives support from the Air Force Association through Arnold Air Society sponsorship.

Silver Wings objectives are to aid in the progress of The Arnold Air Society, and in so doing, advance and promote interest in the United States Air Force and particularly the university program for selecting and training commissioned officers. The organization is particularly effective in the campus and community service function.

The national headquarters of Silver Wings rotates each year to a college or university selected by a majority vote of the National Conclave delegates. The Conclave is held annually with the Arnold Air Society Conclave and the Conclave delegates are the supreme and only body having the powers to legislate for the entire organization.

The administrative and financial functions of the Silver Wings are permanently located at the Executive Management Center, 9 E. Loockerman St, Ste B; Dover, DE 09901. or at emc@silver-wings.org

Chapter Six

Industrial Associates

INDUSTRIAL ASSOCIATES (IA) of the Air Force Association support the objectives of AFA as they relate to the responsible use of aerospace technology for the betterment of society, and the maintenance of adequate aerospace power as a requisite of national security and international amity. As AFA Industrial Associates, more than 200 companies are benefiting from special briefings and meetings as well as exclusive reports. Other features of the program:

Symposia on vital defense issues featuring key defense and government officials held at various locations throughout the US during the year.

Organization Charts listing names, ranks, titles, and phone numbers of key personnel at major Air Force Commands and DoD.

Industrial Service Reports/White Papers detailing special AFA events, military budgets, and congressional activities.

Air Force Base Guide to base locations, major Air Force units, telephone and AUTOVON numbers, and a brief history.

Convention Participation allows IAs attendance at the largest aerospace meeting in the nation. Company executives attend regular AFA convention events as well as private events.

Air Force Magazine, published monthly by AFA, is a rich resource for aerospace industry management. Designated individuals within IA companies receive subscriptions.

A Roster of IAs appears in Air Force Magazine.

Complimentary Website Link from Industrial Associate listing on AFA website to member companies own web pages.

Annual affiliation fee is \$1,000, which includes the twenty-five subscriptions to Air Force Magazine. Small business firms may affiliate for \$750, which includes ten subscriptions. For an application, or for more information, call or write the Air Force Association, 1501 Lee Highway, Arlington, Virginia 22209-1198, (703) 247-5838.

Chapter Seven

The Region

THE REGION serves its state organizations and chapters by functioning as an overall liaison and control unit for a geographical area.

The United States is divided into 14 regions, each consisting of from one to six states or areas. These Regions are:

Central East:	Delaware, District of Columbia, Maryland, Virginia, West Virginia
Far West:	California, Hawaii, Guam
Florida:	Florida, Puerto Rico
Great Lakes:	Indiana, Kentucky, Michigan, Ohio
Midwest:	Iowa, Illinois, Kansas, Missouri, Nebraska
New England:	Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
North Central:	Minnesota, Montana, North Dakota, South Dakota, Wisconsin
Northeast:	New Jersey, New York, Pennsylvania
Northwest:	Alaska, Idaho, Oregon, Washington
Rocky Mountain:	Colorado, Utah, Wyoming
South Central:	Alabama, Arkansas, Louisiana, Mississippi, Tennessee
Southeast:	Georgia, North Carolina, South Carolina
Southwest:	Arizona, Nevada, New Mexico
Texoma:	Oklahoma, Texas

Each region is headed by a President for the region, who is elected annually by the delegates from that region at the National Convention. No person may be elected to the office of Region President for more than two consecutive one-year terms. Region Presidents may not succeed themselves nor concurrently serve as Directors. Each region is required to have an Executive Committee consisting of the President of each State and the President of each chapter within its jurisdiction, assuring the widest possible representation in all matters pertaining to its area of responsibility.

The region is not an operational unit but exists primarily for liaison and control. Responsibility for carrying out the mission of the organization falls on the President for the region working through the state presidents. The Regional Executive Committee functions almost totally as an advisory body, with the individual members serving as contacts at each unit in the region. In the case of chapters in states where a state organization does not exist, the region is the first step in their "chain of command", and the president for the region must assume many of the duties normally carried out by the state president.

Chapters located in other countries are grouped as follows for the purposes of voting at the National Convention and for general administration.

Europe: Countries with an APO/FPO AE mailing address

Pacific: Countries with an APO/FPO AP mailing address

Chapters located in other countries report to the Vice Chairman of the Board, Field Operations (VCoB,FO). The headquarters point of contact is the Director of Membership Operations. The VCoB,FO may appoint an individual to serve as the Special Assistant for each of these areas.

Responsibilities of the Region President

Each Region President has a direct responsibility to the states and chapters within the region and to the VCoB, FO and the Association.

1. Meetings

- a. Responsibilities to the VCoB, FO and the Association
 - a. Attends AFA sponsored symposiums and other major activities as appropriate.
 - b. Attends scheduled Region President meetings.
 - c. Maintains functional communications with the VCoB, FO .

- d. Arranges and conducts regional meetings, and an annual caucus of region delegates in conjunction with the National Convention.

- b. Responsibilities to the Region

1. Makes reports to the region's organizations, as appropriate, concerning meetings and activities attended.

2. Appointments, Nominations, and Assignments

- a. Responsibilities to the FCoB, FO and the Association

1. Canvasses region organizations for Leadership Development National Director prospects and endorses or makes candidate recommendations.
2. Evaluates and recommends approval or disapproval of the region organization's nominations for National Awards. Also encouraged to initiate award nominations.

- b. Responsibilities to the Region

1. May appoint members of a region Executive Committee, and chairs the committee.
2. Administers the operations of the region with the assistance of the Executive Committee, if established.
3. May appoint region members to monitor membership, government relations, etc., and for providing liaison with AFJROTC, AFROTC, AAS, CAP, etc.
4. May initiate a Region Awards Program and present the awards.
5. Consider establishment of a Region Teacher of the Year Award based upon nominations received from within the Region.
6. Encourage States to recognize teachers of the year.

3. Committees

- a. Responsibilities to the VCoB, FO and the Association

1. Accepts appointment to National Committees and Councils and serves until relieved.

2. Not later than three months following the annual convention shall convene, a meeting of, or otherwise communicate with, the region's state presidents to select a regional representative to serve on the Nominating Committee.

b. Responsibilities to the Region

1. In addition to the Region Executive Committee, appoints members and the chairman of other committees and/or councils necessary for the effective operation of the region.

4. State and Chapter Organizations

a. Responsibilities to the VCoB, FO and the Association

1. Provides a liaison for the articulation of concerns, and the resolutions thereto, between the region's states, chapters, members, and the VCoB, FO and other National Officers.
 2. Encourages the establishment of new state (if applicable) or chapter organizations in the unorganized areas of the region.
 3. Reviews and endorses applications for new state (if applicable) or chapter charters in the region.
 4. Reviews, for timely submission and accuracy, the region's state and chapter reports. Monitors the accomplishments of other requirements to insure retention of the organization's charter.
- e. Recommends the revocation of a chapter's charter, or the consolidation of a chapter with another chapter, whenever it is deemed appropriate. May recommend revocation of a state's charter when appropriate.

b. Responsibilities to the Region

1. Provides liaison between, and assists, in the implementation of the VCoB, FO and/or the Association's communiqués.
2. Develops liaison with all state organizations and with all chapters in the region that do not have a state organization.
3. Attends state functions and chapter affairs in the region as time and travel limitations will allow. May delegate to a member of the region the authority to represent the region at such functions.

4. Assists state presidents, when requested, in the rejuvenation of inactive or ineffectual units in the region.
5. Monitors and assists with membership efforts, aerospace education, community outreach programs, etc. of the region's state and chapter organizations.
6. Monitors the region's state and chapter organizations to insure that there are initiatives between them to create effective and meaningful programming.
7. May conduct annual leadership training and workshops.
8. Assists state and chapter officers in the continuing search for, and training of, qualified members to fill the offices within their organizations.

5. General

a) Responsibilities to the VCoB, FO and the Association

1. Serves as an elected officer for the respective region and performs such duties as may be assigned by the VCoB, FO or Board of Directors and such other duties that are incident to the office.
2. Presents irresolvable region problems, with recommendations, to the President for resolution.
3. Submits quarterly activity and expense reports to the VCoB, FO
4. Maintains a rapport, through the region's state and chapter organizations, with U. S. Armed Force's installations, members of the U. S. Congress, state and local officials and civic leaders. Makes personal contact where region representation may not be adequate.
5. Maintains a continual dialog with National Directors resident in the region.
6. Represents the VCoB, FO at functions in the region when requested to do so by the VCoB, FO , and performs other duties that the he or she may request.
7. Assists the VCoB, FO in disseminating the AFA Strategic Plan Themes, Goals and objectives and reports on region execution progress.

b) Responsibilities to the Region

1. Is the Chief Executive Officer of the region working through the state presidents.
2. May have a regional governing document such as a Constitution and Bylaws, or similar document, and such officers as the said document may prescribe for conducting the business of the region.
3. Performs such duties as may be assigned by the Region's Executive Committee.
4. Cooperates with other Region Presidents, particularly those in adjacent areas and, when requested, fills speaking engagements, shares resources, provides other assistance, and attends events as may be appropriate.
5. Conducts searches for young and energetic leaders within the region.
6. Conducts a diligent search to identify and train potential and future successors and recommends their nomination for the office.
7. Receives the charter, all records, and properties of a state organization within the region which may have its charter revoked and governs its affairs during the process; and serves in like manner for a chapter within an unchartered state which may have its charter revoked.
8. May create a Speakers Bureau for the use of the region's organizations.
9. The Region President or the region shall not enter into any agreements, leases, or other commitments, or involvements of any kind or nature whatsoever, the direct or indirect effect legally obligates or constrains the Association, without prior written approval of the VCoB, FO nor shall any activity be engaged in which causes any detriment to the Association.
10. Facilitates Strategic Planning and reporting within the region. Approves State and Chapter level Activity Plans in support of the AFA Strategic Plan Themes for submission to AFA National Headquarters.

Chapter Eight

The State Organization

THE State Organization serves its members and the Association by functioning as an administrative control unit and as the unifying element among local AFA chapters. A state organization may also sponsor statewide programs or projects.

State organizations have a primary responsibility for providing assistance (organizational and financial) to groups interested in organizing a local chapter, and for assisting in every way possible those units already in existence. They also have primary responsibility within the Association for assuring that each chapter is administered properly, conducts the required number and types of programs each year, submits the required reports in the desired format, and maintains at least the minimum required number of members. The responsibilities of the State President and officers are numerous, and the proper fulfillment of these duties is vital to the success of the Association at the state and local levels.

Requirements of a State Organization

To receive and retain a charter for an AFA state organization, the chapters within a state must meet the following requirements which are specified in the AFA constitution, Operations and Procedures Manual, or have been established by the Executive Committee.

1. Maintain an organization of two or more local chapters, each of which must have the minimum required number of members and comply with all required programming and reporting procedures.
2. Submit a constitution and bylaws, not inconsistent with that of the National Constitution, to AFA headquarters for approval, inform the national headquarters of any changes in these documents, and conduct all activities within the framework established by them.
3. Review and approve a constitution and bylaws for each chapter in the state, to be sure it is not inconsistent with that of the state, and forward such constitutions and bylaws to AFA headquarters for approval.
4. Operate under an elected President, an Executive Committee and such other officers as the State determines necessary. (See suggested organization and duties included in this section.)

5. Provide for representation of each chapter on the organization's Executive Committee.
6. Accept, as non-chapter members, all individuals who specifically choose to be registered as nonaffiliated Association members and whose official mailing addresses, as registered with the national headquarters, are located in that state; represent these members at the annual convention; and provide comparable rights and privileges for all members, chapter and non-chapter. (No member may hold office or committee membership in, or vote in connection with, the affairs or election in any state unless he/she shall be a member of a chapter located in that state).
7. Comply with all requirements and abide by all official decisions of the regional body, of the Board of Directors and of the delegates to the annual National Convention.
8. Sponsor an annual state convention to include a business meeting and election of officers.
9. Sponsor a minimum of four state executive committee meetings.
10. Submit a state Officer Roster not later than October 31 each operating year.
11. Submit a state annual activity plan and annual financial plan.

Privileges of a State Organization

The state organization has certain basic responsibilities to the Association, the regional body, and to its own member chapters. Within the framework provided by the governing documents and adopted directives, however, there is great latitude for the organization officers to determine their own programs and the efforts they can expend to assist their local units. As in the case of any organization, the primary factors are the initiative, imagination and determination of its officers and individual members. A state organization can:

1. Plan its own programs and develop its own projects.
2. Include in the constitution and bylaws provisions that will strengthen the state organization.

Participate in the Association's national activities through representation at the AFA Annual Convention.

Forming a State Organization

Representatives of local chapters wishing to form a state organization should:

3. Contact the President for the respective AFA region and request a meeting of representatives from each chapter in the state.
4. Determine a temporary chairman and the basic committees such as constitution and bylaws, program, and finance.
5. Submit to AFA headquarters, through the President for the respective AFA region, a letter of application for a charter, a roster of officers, and a proposed constitution and bylaws.

Responsibilities of the State Organization and its Officers

While the basic responsibilities of a state organization have been outlined previously, it bears repeating that two primary functions are assistance and control. The state must be prepared to offer guidance and direction to local chapters to help them meet the objectives of AFA, and must maintain control of all activities so that the organization can remain a compact, effective unit in fulfilling these objectives.

The chief executive of the state organization is the President. There are certain specific activities that have been set forth to be met by state organizations, and the President must assume the responsibility for seeing that these are accomplished. To the greatest extent possible, however, the responsibility for the actual accomplishment of a specific task should be assigned to other state officers, freeing the President to accomplish other objectives more closely related to his/her stature in AFA.

Through the Executive Committee the state organization must establish and maintain control of all activities, whether they be state or chapter. No major activity of any kind should be carried out in a state without the prior knowledge of the President. The President need not be concerned with the effort itself, but must be aware of it.

All report forms completed by chapters are routed first to the State President for review and approval. As the first organizational level to obtain all of these reports, the State President is the key official in the "chain of command", whose actions are vital to the success of the entire Association. In many respects, this office is one of the most important in AFA.

Just as the State President must be aware of all activities going on in the state it is most important that the President for the respective region, know what programs are being planned and conducted. The Vice Chairman of the Board, Field Operations (VCoB, FO), Vice Chairman of the Board, Aerospace Education (VCoB, AE) and AFA headquarters must also be familiar with all programs around the country. It is most important, therefore, that Activity and Financial Reports be available to all levels of the Association. To accomplish this, all reports must follow the same channels: state to the President for the respective region to national headquarters. (See Chapter Eleven for detailed information on required reports.)

Minimum State Requirements

REQUIRED OFFICERS (Elected)

President; Vice President(s); Secretary, Treasurer

RECOMMENDED OFFICERS (Appointed)

Vice President-Aerospace Education; Vice President-Communications; Vice President-Government Relations; Vice President-Veterans Affairs; Vice President-Leadership Development; Vice President-Membership.

COMMITTEES

Membership; Finance; Constitution; Program; Publicity; Awards; Leadership Development.

GOVERNING BODY

Executive Committee: Composed of the elected and appointed officers of the State, the President of each chapter in the state (or his designated representative), and additional members as prescribed by the state constitution. Each member shall have a full vote with respect to matters considered by the Executive Committee.

Officer Responsibilities - President

1. Serve as Chairman of the State Executive Committee.
2. Ensure a ,minimum of four state executive committee ,meetings are scheduled (normally one each quarter) including an annual state convention that includes a business meeting and election of officers. Preside at these meetings or have the state vice president (or equivalent) do so. A large state could substitute an area executive committee meeting chaired by the area vice president during selected quarters..
3. Ensure an annual state officer roster is submitted to national headquarters subsequent to the election of officers but not later than 31 October.
4. Represent the state at all regional and national meetings including conventions, or insure that the Vice President or another officer is available to do so.
5. Maintain proper liaison with all chapters in the state; with the state officers and committees; with the President for the respective AFA region, and national headquarters.
6. Receive all pertinent communications from the chapters in the State; from the President for the respective AFA region; and from National Officers and national headquarters; and take appropriate action with regard to them.
7. Review all reports submitted by local chapters; reject those not properly prepared and those where the program or activities reported on are not in accord with AFA objectives and requirements, and forward adequate reports to the President for the respective AFA region. (See Chapter Eleven for details on review and endorsement of chapter reports.)
8. Require the completion of appropriate state annual activity and financial plans and quarterly report forms by the Secretary and Treasurer. Ensure that copies of all report forms are forwarded to the President for the respective AFA region; that an IRS Form 990 (if required; see Chapter Eight) is filed with the Internal Revenue Service annually and that a copy of this form is sent to national headquarters.
9. Review and endorse charter applications for newly organized chapters, and forward such applications to the President for the respective AFA region for review and endorsement.

10. Assure that the President for the respective region is notified well in advance of any state sponsored program, activity, or meeting. The Region President should be considered an honored guest at state sponsored social functions.
11. Promote and support AFA Aerospace Education programs for the state and chapter organizations to include a State/Chapter Teacher of the Year program, STEM scholarships and other AFA Aerospace Education programs.
12. Establish and support a program within the state to contact all Members of Congress (House and Senate) following each Congressional election to offer complimentary AFA memberships and invite them to participate in state and chapter activities. Congressional elections are every two years (the even numbered years) and the requirement for this activity applies whether or not the incumbent was re-elected or, in the case of Senators, did not have to run.

Officer Responsibilities - Vice President

1. Serve as a member of the State Executive Committee.
2. Preside at any meeting or function when the President is unable to do so.
3. Maintain an active interest in, and knowledge of, all activities of chapters, reporting all pertinent information to the President.
4. Offer all possible assistance to the President with respect to official duties.
5. Assume all duties conferred upon the office of Vice President by the State Constitution.
6. Assume responsibility for the State Charter.
7. Assume responsibility for all physical properties belonging to the state, except those for which other officers have been expressly made responsible.

NOTE: Many states, because of size, have two or more vice presidents, each representing a specific area. Other states have elected to have two or more vice presidents with each assigned specific duties, such as programs, organization, membership, etc., and each heading a committee for a particular function.

NOTE: The state vice president should normally be the individual expected to become the next state president. If there are two or more area vice presidents, one should be identified as that individual.

Officer Responsibilities - Treasurer

1. Serve as Chairman of the State Finance Committee.
2. Serve as a member of the State Executive Committee.
3. Maintain current record of expenses, assets, and liabilities.
4. Assume responsibility for and submit the completed, required state annual financial plan, state quarterly financial reports and the annual IRS Form 990 (if required; see Chapter Eleven) to the State President.
5. Assume responsibility, within limitations imposed by State Constitution, for bank deposits, withdrawals and prompt payment of liabilities.
6. Maintain close liaison with the State President on all financial matters.
7. Assume responsibility for compliance with all regulations, laws and statutes (federal, state and local) with respect to financial operations of the state organization.

NOTE: Some states combine the roles of Treasurer and Secretary.

Officer Responsibilities - Secretary

1. Serve as a member of the State Executive Committee.
2. Record, transcribe and deliver to the President the official minutes of every regularly scheduled and special meeting.
3. Maintain an official Minutes Record Book containing copies of minutes.
4. Assume responsibility for completion of required state annual activity plan, state quarterly activity report forms, and the submission of proper forms to the President.
5. Assume responsibility for receipt and acknowledgment of all official correspondence; maintain complete liaison with the President on all correspondence; initiate correspondence when requested to do so by the President and Vice President.
6. Serve as Chairman of the State Constitution Committee, and custodian of the State Constitution; insure all necessary revisions in the Constitution are correctly made.
7. Assume responsibility for maintenance of appropriate files containing copies of all bulletins and mailings received by the state, or mailed by the state.

Officer Responsibilities - Vice President For Leadership Development

1. Serve as a member of the State/Chapter Executive Committee.
2. Serve as the chairman of the State/Chapter Nominating Committee.
3. Complete and submit reports as required by the State/Chapter President.
4. Select and appoint 2 additional members to serve as members of your committee.
5. Arrange and preside at meetings of the Leadership Development committee which are deemed necessary to complete selection, training and or mentoring leadership selectees.
6. Maintain liaison with the President and Executive Committee on all areas of Leadership Development responsibilities/taskings.
7. Identify future state/chapter leaders.
 8. Determine desired leadership competencies and criteria to measure performance against.
 9. Identify the people and observe their behavior in small group settings if possible.
 10. Introduce and provide leadership training.
 11. Provide leadership development programs, mentoring programs, career and succession planning.
 12. Assess the performance of those selected to determine if they would be good candidates for future advancement. Give honest, constructive feedback to the President, Executive Committee and fellow members.
13. Recognize individual, interpersonal and organizational barriers to change and use.
14. Establish/assist in an awards program for those who have done a good job.
15. **Insure that all required/set/defined/term limits to State/Chapter Officer positions are enforced.** This will provide for a continual supply

of “new blood” and new ideas in these positions and assist in removing the “leader” and “follower” designations for members, thus removing the static factor within the State/Chapter Organizations.

Officer Responsibilities - Vice President Government Relations-Veterans Affairs

1. Stay current on the legislative situation at the national, state and local levels. AFA will provide periodic updates to assist.
2. Learn the legislative process and the legislative calendar. Maintain a close liaison with legislators at all levels of government.
3. Maintain a close liaison with the appropriate offices at AFA National Headquarters.
4. Maintain an effective liaison with other locally based military organizations.
5. Participate in legislative seminars and/or symposia at the regional, state and local level.
6. Assist in the response of AFA "Calls to Action!"
7. Develop a network of AFA members who know their Representative/Senators and who are willing to assist when it is necessary to contact congressional delegations. Provide this information to AFA National Government Relations Department every January.
8. Submit periodic congressional contact reports indicating who was contacted and the substance of discussions.
9. Develop and maintain a close personal liaison with the U.S. Representative/Senators and their local staff. Monitor the Congressman's attitude and position on key issues and their voting records. Identify who the key staff members are.
10. Maintain a close liaison with the state and local offices of the Veterans Administration, Veterans Affairs.

NOTE: These offices may be combined or separated as appropriate for your state/chapter. Responsibilities 1 through 6 apply to both offices, 7 through 9 to the Vice President-Government Affairs, and 10 to the Vice President-Veterans Affairs.

Chapter Nine

The Chapter

CHAPTERS, The local units of AFA, play a most important role in advancing two of the primary objectives of the Association:

- To address the defense responsibilities of our nation imposed by the many advances in aerospace technology that have been and will continue to be made.
- To educate the members and the public at large as to what those men and women and technology contribute to the security of free people and the betterment of mankind.

Understanding and articulating these basic objectives must begin at the community level, thus the importance of the role of the Chapter in AFA's structure.

Chapters operate effective programs of many different types. Some of the most common are: Air Force Anniversary observances; recognition programs, Air Force Academy orientation projects; ROTC support, and airpower displays/programs.

Requirements of a Chapter

To receive and retain a charter as an AFA chapter, a locally organized group must meet the following requirements which are specified in the AFA Constitution, Operations and Procedures Manual, or have been established by the Executive Committee.

- Maintain a minimum membership of 20 voting members.
- Submit a constitution and bylaws, not inconsistent with that of the State or National Constitutions, to AFA headquarters for approval.
- Inform the state and national headquarters of any amendments to the chapter's constitution. An up-to-date copy should be on file in AFA headquarters at all times.
- Conduct all activities within the framework of the officially adopted constitution and bylaws.
- Operate under an elected governing body of not less than four persons, including the officers.

-
- Comply with all requirements and abide by all official decisions of the state organization, regional body and delegates at the National Convention.
 - Sponsor a minimum of four programs or activities each operating year (at least one per quarter), in accordance with the Chapters approved Annual Activity (Strategic) Plan.
 - Submit an Activity Report and a Financial Report quarterly and file an IRS Form 990 (if required) with the District Director of Internal Revenue annually. (See Chapter Ten for detailed information on preparation and submission of required reports).
 - Submit a Chapter Officer Roster following the annual elections. The roster is due by October 31 each year even if there has been no change in officers. Provide a copy to the State and Region Presidents.
 - Prepare an annual Financial Plan and Activity Plan (in support of the AFA Strategic Plan themes) for the calendar year of 1 January through December 31. Submit a copy to National Headquarters through State and Region Presidents for endorsement, not later than December 31.

Privileges of a Chapter

A chapter has certain basic responsibilities to the Association, and its state organization and region, as provided in the Constitution, Operations and Procedures Manual, and other adopted directives. Within this framework, a chapter enjoys great latitude in determining its programs and administrative procedures. A local chapter may elect to:

- Plan its own programs and develop its own projects.
- Determine its own financial program, except that all activities must be consistent with the Air Force Association mission.
- Conduct projects for raising funds in addition to membership support payments and rebates. (See Chapter Eleven for detailed information on finances).
- Include in the constitution and bylaws provisions that will strengthen the chapter.
- Participate in the Association's national activities through representation at the AFA Annual Convention.

Organizing a Chapter

The following steps should be followed in organizing a chapter.

- Request organizational assistance from the State President or, if no state organization exists, from the President for the respective region. (Names and addresses of state and regional officers are available from national headquarters.)
- Through the appropriate office, secure a listing of the AFA membership roster for the area, along with a charter application, organizing information and membership materials from the national headquarters. (The organizing information packet includes a sample constitution and bylaws, as well as detailed information on conducting organizational meetings, publicity, etc.).
- Contact those AFA members in the area and invite them to a meeting at a central location where an informal atmosphere can be maintained. At the same time, ask them to invite along any friends who might be interested in joining AFA. The initial meeting should not be too large, but all current members should be offered the opportunity to attend and participate in the forming of the chapter. If possible, have a representative of the state organization in attendance to answer questions and provide organizational assistance.
- At the initial meeting, have the people present confirm their interest in establishing a chapter, and their willingness to work at the job. Have those present also give names and addresses of their friends in the area who are potential members and workers. Urge them to get at least one potential member to attend the next meeting.
- Have at least five of those present agree to serve on a "Membership Committee" for the purpose of contacting other AFA members in the locality who did not attend the meeting; give them a progress report and invite them to the next meeting.
- Determine if there are sufficient resources (volunteers & finances) to continue organizational activities for an AFA chapter in this location. AFA national does not provide startup funds for new chapters. This is the responsibility of the state organization. If there is sufficient interest, discuss and confirm the time and place of the next meeting. This should normally be held within one month's time to take advantage of the interest and momentum gained at the initial meeting.
- A minimum of 20 voting members, five of whom must be new members, is required to qualify for chartered status. When this figure is reached, elect officers and appoint committees. (It is recommended that at least 25 members be obtained before sending in a charter application, to assure that at least 20 will still be current at the time of approval. This is especially important when recruiting a large number of current members, some of whose memberships might have expired during the organizational period.)

- Send the completed charter application form to the President of the respective state organization for endorsement. The President, in turn, will forward the charter application to the President for the respective region, who will then forward it to AFA national headquarters. Include all membership applications, Chapter Affiliation Requests; a roster of elected (or temporary) officers; and a proposed constitution and bylaws.

Following approval, the chapter charter will be sent to the State President (or President for the respective Region) for formal presentation at a mutually acceptable time. At that time, also, a second information packet will be sent to the chapter from AFA Headquarters. Included in this material will be information on any changes in administering a chapter, reporting forms, additional membership materials, etc.

Minimum Chapter Requirements

REQUIRED OFFICERS (Elected)

President; Vice President(s); Secretary; Treasurer

RECOMMENDED OFFICERS (Appointed)

Vice President-Aerospace Education; Vice President-Communications; Vice President-Government Relations; Vice President-Veteran's Affairs; Vice President- Leadership Development; Vice President- Membership; Vice President-Community Partners.

COMMITTEES

Membership; Finance; Programs/Publicity; Awards; Community/Military Relations; Fund Raising; Leadership Development; (others as necessary).

GOVERNING BODY

Executive Council: Composed of the elected officers, the chairman of each of the above committees, and other elected/appointed members. Each member shall have one full vote with respect to any matter considered by the Council to the extent they are authorized by the National Constitution to vote. The chapter President shall be chairman of the Executive Council. The Executive Council should meet monthly.

Officer Responsibilities - President

1. Serve as Chairman of the Executive Council.
2. Preside at every regularly scheduled meeting or special meeting, or insure that the Vice President is available to do so.
3. Represent the unit in all community functions in which the unit is invited to participate, or insure that the Vice President or another officer is available to do so.
4. Represent the unit at all state, regional and national meetings (including Conventions), or insure that the President, or another officer or member is available to do so; and insure that such officer or member is properly appointed and given proper credentials.
5. Maintain proper liaison with other units in the state; with the state organization; with the President for the respective AFA region, and with national headquarters.
6. Receive all pertinent communications from the state organization, national headquarters and national officers, and take appropriate action.
7. Require the completion of appropriate annual plans and quarterly reports from the Secretary and Treasurer, and insure that the proper copies of all report forms are submitted to the State President by the published deadlines, that an IRS Form 990 (if required; see Chapter Ten) is filed with the Internal Revenue Service annually and that a copy of this form is sent to national headquarters, through the State President and Region President.
8. Assure that the national directors in your region, the region president and the state president are invited to chapter programs and functions.. National directors, especially the individual selected by the region, region presidents and the state president are your primary contact with the policy making level of AFA.
9. Appoint other chapter officers as required to assist in operating the chapter. These might include vice presidents for programs, leadership development, membership, education, communications, veterans' affairs. Others may be added as needed.
10. Ensure timely submission of nominations for National AFA awards as well as for regional, state or chapter awards if such programs exist.
11. Implement a Chapter Teacher of the Year program.
12. Implement at least one program focused on aerospace education or science, technology, engineering or mathematics (STEM) each year

13. Establish contact with any Members of Congress from your chapter area and members of their staff, especially their local offices. Discuss AFA's mission and the local chapter's role in the community. Offer the Member a complimentary membership. The decision to extend that offer to members of the staff is a local option but also must be locally funded. As appropriate, they should be invited to participate in local chapter activities.
14. Establish chapter committees to assist carrying out chapter functions and activities.
15. As a minimum, plan and conduct or support a major chapter activity or function each quarter. These generally include such things as a program to recognize military units in the chapter area, a veteran/retiree function, a JROTC/ROTC activity and so on. Specific areas can be found in the Chapter and State Goals issued by the Strategic Planning Committee and the Field Council for each year.
16. Mentor chapter officers and future leaders through participation in AFA national, regional and state leadership training sessions.
17. Communicate with all the members in your chapter quarterly. Each chapter is obligated to produce a newsletter each quarter (one quarter may be excused by the state). Distribution must be made to each member once per year by electronic or paper means and thereafter by paper only to those who request it. Ensure a copy is sent to national headquarters.
18. Conduct one annual membership drive in the local community and implement a chapter membership retention program. A robust Community Partner program can be an excellent source of both members and additional revenue. It can also be very rewarding to chapters in supporting the chapter and local community activities. This builds relationships and industry/business participation in chapter functions as well as chapter leadership opportunities.
19. Chapters near a military installation should make personal contact with the senior officers and NCO's once a quarter to build relationships and support for the chapter. This should also include an annual contact with the Base Education Office to help support the chapter education programs.

20.

Officer Responsibilities - Vice President

1. Serve as a member of the Executive Council.
2. Preside at any meeting or function when the President is unable to do so. The vice president is normally the individual who will be the next chapter president and as such should be involved in all chapter functions. He should assist the chapter president in fulfill his or her responsibilities and prepare to assume the president's position. Chairing some of the chapter committees, being involved in the annual chapter activity and financial plans as well as helping plan and implement quarterly activities is recommended.
3. Maintain active interest in, and knowledge of, all activities of chapter committees, reporting all pertinent information to the President.
4. Assist the President in every possible way with respect to the official duties imposed on the President.
5. Assume any additional responsibilities conferred upon the office by virtue of the Constitution.
6. Be responsible for the chapter charter.
7. Assume responsibility for all physical property belonging to the unit, except those properties for which other officers have expressly been made responsible.

Officer Responsibilities - Secretary

1. Serve as a member of the Executive Council.
2. Record, transcribe and deliver to the President the official minutes of every regularly scheduled or special meeting.
3. Maintain an official Minutes Book containing copies of all minutes.
4. Be responsible for completion of required Quarterly Activity Report, and for its submission to the President.
5. Assume responsibility for receipt and acknowledgment of all official unit correspondence; maintain complete liaison with the President on all correspondence; initiate correspondence when requested to do so by the President and Vice President.
6. Serve as Chairman of the Chapter Constitution Committee if one is active. If not active, then the Secretary must assume responsibility for the Chapter Constitution, insuring that all necessary revisions are properly made in order to keep the Constitution in accord with the State Constitution and National Constitution.
7. Be responsible for the maintenance of appropriate files containing copies of all bulletins and mailings received by the chapter, or sent out by the chapter.
8. Assume responsibility for the completion of the Chapter Officer Roster following the annual elections. Must be filed annually (even when there is not change in officers) and submitted to the State, Region, and National Headquarters by October 31.
9. Assume responsibility for ensuring the Annual Activity Plan is completed by the Executive Committee and submitted to the State, Region and National Headquarters not later than December 31 each year.

Officer Responsibilities - Treasurer

1. Serve as a member of the Executive Council.
2. Serve as Chairman of the Chapter Finance Committee.
3. Maintain current record of expenses, including assets and liabilities.
4. Be responsible for completion of required Quarterly Financial Report and IRS Form 990 annually, (if required; see Chapter Ten), and for their submission to the President.
5. Assume responsibility, within limitations imposed by the constitution, for bank deposits, withdrawals, and prompt payment of all liabilities.
6. Maintain complete liaison with the President on all financial matters.
7. Assume responsibility for chapter compliance with all regulations, laws and statutes (federal, state and local) with respect to financial operations of the Chapter.
8. Assume responsibility for ensuring the Annual Financial Plan is completed for review by the Executive Committee and submitted to the State, Region and National Headquarters not later than December 31 each year.
9. Some chapters combine the roles of Treasurer and Secretary.

Officer Responsibilities - Committee Chairman

1. Serve as a member of the Executive Council.
2. Complete and submit reports as required to the President.
3. Serve as Program Chairman for any program sponsored by chapter in area of responsibility of the Committee.
4. Arrange and preside at special meetings of Committee deemed necessary for successful completion of any program in area of responsibility of Committee.
5. Maintain complete liaison with President and Executive Council on all programs in area of responsibility of Committee.

NOTE: Responsibilities of the Vice President for Leadership Development is detailed in Chapter 8 of this Guidebook. Refer to the Membership Resource Guides for the Vice President of Membership.

Chapter Ten

Reporting Requirements

To maintain an active status and to qualify for membership rebates, support payments, and allocations, each state organization and chapter must meet reporting requirements. These requirements are held to a minimum and are necessary to promote AFA's objectives and fulfill its mission, as well as to comply with federal regulations and with requirements established by the Board of Directors, the national Finance Committee or by the Vice Chairman, Field Operations. The requirements are:

1. Each State and Chapter must submit an activity report (standard AFA activity report forms required) at the close of each quarter. This report should cover all activities sponsored by the State or Chapter during the quarter.
2. Each State and Chapter must submit a financial report (standard AFA financial report forms required, although units may use the words "see attached" on the form and provide additional detail in a separate form or spreadsheet) at the close of each quarter.
3. All States and Chapters whose gross receipts in each taxable year are normally \$25,000.00 or more must file an annual IRS 990 at the address listed in the instructions on the back of the form and, at the same time, forward a duplicate copy to AFA National Headquarters through proper channels.
4. States and Chapters whose gross receipts in each taxable year are normally less than \$25,000.00 do not have to file an IRS 990.
5. Each State and Chapter must submit a Chapter/State Officer Roster following their annual elections. To be current the roster must be dated after the beginning of the current operating year (October 1). Even if there have been no changes you must submit a new roster. (Standard AFA form preferred).
6. Each state and chapter must submit an annual activity plan (standard AFA activity plan forms are required). These plans should cover the expected activities for the planning year (January-December.)

7. Each state and chapter must submit an annual financial plan (format is at the discretion of the unit). These plans should cover the expected financial activities for the planning year (January-December.)

Each year the national headquarters is required to furnish the Internal Revenue Service a complete roster of unit treasurers for the current year. Prompt submission of the Chapter/State Officer Roster to AFA Headquarters is doubly important since this information is also used to compile and update national's mailing list.

NOTE: Planning and reporting templates and instructions for developing region/state/chapter annual activity plans and completing quarterly activity reports are available on the AFA Website. The planning template is adapted from the AFA Strategic Plan for 2007-2010 and contains the Strategic Themes and Goals that apply to AFA regions, states, and chapters. Only those goals that apply to the field are included. AFA National Goals are omitted. (All goals for Theme 5 apply to AFA – National).

Reporting On Unit Activities and Finances

As in any undertaking where a large number of people and units are involved, reports on programs and on financial transactions are necessary for the conduct of good business. In AFA, these reports are held to a minimum and those required are necessary to comply with federal regulations and with requirements established by the Board of Directors, the national Finance Committee or by the Vice Chairman of Field Operations..

Guide to Preparing Plans and Reports

The Field Council annually issues the Field Activity Planning and Reporting Guidelines to include chapter and state goals and the planning and reporting templates. The purpose of these documents is to provide guidance to region, state and chapter presidents when developing annual activity plans and reporting quarterly activities. The chapter and state goals are derived from the AFA Strategic Plan themes and strategic objectives.

Annual Activity Plans and Quarterly Activity Reports

The annual planning and reporting templates provide the specific format for preparing the annual plan and quarterly activity reports. In addition, the templates provide instructions for properly preparing the documents. The Field Activity Planning and Reporting Guidelines provide working definitions and examples as an aid in completing the plans and reports.

Annual Financial Plan

This plan should be a top level estimate of the financial activities expected during the year that coincide with the planned state or chapter activities. The plan should show major income and expense categories and demonstrate that the state or chapter is financially viable.

Quarterly Financial Reports must contain complete itemization and details of all receipts and disbursements. It is essential that all expenditures be explained in detail. As an example, an item must not be listed as "President's expenses for the quarter". Each item of the President's expenses must be listed separately and explained in detail, such as type and cost of transportation, hotel and restaurant identification, types of incidental expenses, and the purpose for which the expenditure was incurred, such as attending a chapter meeting or state convention, organizing a new chapter, or entertaining a program participant. It must include the names and titles of those entertained.

If the disbursements are not explained to the satisfaction of the State President, the President for the respective AFA region, and/or AFA's auditors, the report will be returned to the unit for additional information. This requirement is not to be arbitrary, but it is to protect the individual who received the funds, the unit and the Association. It is not required that receipts and vouchers be submitted with the report; however, it is essential that the unit have these items in its files.

After the Financial report has been completed and signed by the Unit President and Treasurer (Financial Report), forward the report electronically to the State President for endorsement. Chapters located in states that do not have a chartered state organization should forward these copies to the President for their respective AFA region. Chapters located overseas report directly to the AFA National President through Field Services/Membership Operations at AFA National Headquarters. Information copies of reports should be sent to the President's Special Assistant for the respective overseas area.

Procedure for Submission of Reports

After receiving the chapter's activity report the state president will determine whether the report qualifies under the established reporting standards. If in his/her judgment, the report does qualify, the state president will complete the "Did chapter meet quarterly goals?" block by inserting the appropriate number of goals qualifying and then endorse and forward it to the president for the respective AFA region. If, in the state president's judgment, the report does not qualify under established reporting standards, he or she will return the report to the unit requesting the appropriate corrections. Upon chapter resubmission, the review and endorsement procedure is re-accomplished.

The state's activity report is submitted to the president of the respective AFA region for review and endorsement to Headquarters AFA.

The President for the respective AFA region will follow the same procedure in evaluating and endorsing the report and will then forward it to the Field Services Office at AFA National Headquarters.

When evaluating reports, the State Presidents and the Region Presidents are to be guided by, but not restricted to, the established minimum requirements. If, for example, a unit does not meet minimum requirements for a particular quarter, but in the opinion of the State President and the President for the respective AFA region the unit has the potential of becoming an effective unit within a reasonable period of time, they could endorse the unit's reports to qualify it for support payments and membership rebates.

Due Date. The Quarterly Activity Report and the Quarterly Financial Report are due in the national headquarters by the 15th day of the second month following the close of each quarter (the 15th day of November, February, May and August).

Deadline for acceptance of reports to qualify for support payments and membership rebates. To qualify for membership rebates, support payments, or allocations for a given quarter, both the Activity and Financial reports for that quarter must be received in the national headquarters on or before the last day of the last month of the quarter following the close of the quarter being reported on.

For example, both the Activity and Financial reports for the second quarter of the operating year (January through March), must be received on or before June 30 to qualify. Second quarter reports received after that date will not qualify the unit for a membership rebate and/or allocation unless extenuating circumstances exist, and these must be explained and justified in writing. Under such conditions, a letter of circumstances must accompany the reports when submitted to the State President or the President for the respective AFA region. Each official in the channel of communications (state and region) must concur in the justification and recommend approval to the next higher echelon. Final approval for payment is made by the AFA National President.

Quarterly Unit Reporting Status reports are available on the AFA Website. These reports may be accessed by the Unit, State, and Region to confirm reports received and recorded at AFA Headquarters. It is the responsibility of the State President, or of the President for the respective AFA region where a chartered state organization does not exist, to contact chapters that are delinquent in their reports and urge them to submit the reports on a timely basis.

Remember, newsletters are required for full credit of quarterly requirements. They should be sent to the State, Region, and AFA National, Membership Operations Department. If you are preparing your newsletter using a standard word processing program, they may be sent as file attachments with your reports.

IRS Employer Identification Number (EIN)

All field units must have an IRS employer identification number (EIN). If you do not know if your units EIN, Field Services at AFA headquarters has a listing of AFA unit EIN's reported to us on our annual return by the IRS. An EIN number may be obtained by completing and submitting IRS form SS-4. If your unit does not currently have a number, forms may be obtained and filed online or at your local IRS office.

AFA Tax Status and IRS Form 990

In October 1973 the Association made a formal request to the Internal Revenue Service for a supplementary ruling to change its tax exemption status from the ruling covered by Section 501(c)(4) to the ruling covered by Section 501(c)(19) of the Internal Revenue Code.

In the Internal Revenue Service letter dated June 23, 1975, IRS officially modified our tax exemption by ruling that the Air Force Association is exempt from Federal income tax under Section 501(c)(19) of the Code. The impact of this action is that our tax exempt status remains protected.

In February 2006 AFA merged with the former Aerospace Education Foundation (AEF) and became tax exempt under Section 501(c)(3) of the Internal Revenue Code. Some activities of the association remained in a newly titled AFA Veteran Benefits Association which is tax exempt under Section 501(c)(19).

A request was made for a group exemption for all AFA chapter and state organizations under Section 501(c)(3) in July of 2006. Action on that request is still pending as of the date of this revision. In the interim, AFA chapter and state organizations remain tax exempt under Section 501(c)(19) as they have always been with the same group exemption number (GEN).

Requirements to file an IRS Form 990 are changing and it is best to check the IRS Website for the most current information. (Google irs.gov 990 or 990-N.)

In general, units with gross receipts less than or equal to \$25,000 are required to file an electronic (only) form 990-N as shown in the table below. This requirement was first levied in 2008 and there is a three year grace period.

Units with gross receipts exceeding \$25,000 are required to file either of two forms of the 990 as indicated below.

The new Form 990 series returns are effective for 2008 tax years (returns filed beginning in 2009). To allow organizations time to adjust to the new forms, the IRS is phasing in the new returns during a three-year transition period. During the transition, an organization's annual filing requirement depends on its financial activity. The charts below indicate the general exempt organization filing requirements during the transition period.

2007 Tax Year

(Filed in 2008 or 2009)

Gross receipts normally \leq \$25,000

Gross receipts $>$ \$25,000 and $<$ \$100,000, and

Total assets $<$ \$250,000

Gross receipts \geq \$100,000, or

Total assets \geq \$250,000

Form to File

990-N

990-EZ or 990

990

2008 Tax Year

(Filed in 2009 or 2010)

Gross receipts normally \leq \$25,000

Gross receipts $>$ \$25,000 and $<$ \$ 1 million,
and Total assets $<$ \$2.5 million

Gross receipts \geq \$1 million, or

Total assets \geq \$2.5 million

Form to File

990-N

990-EZ or 990

990

2009 Tax Year

(Filed in 2010 or 2011)

Gross receipts normally \leq \$25,000

Gross receipts $>$ \$25,000 and $<$ \$500,000, and
Total assets $<$ \$1.25 million

Gross receipts \geq \$500,000, or

Total assets \geq \$1.25 million

Form to File

990-N

990-EZ or 990

990

2010 Tax Year and later

(Filed in 2011 and later)

Gross receipts normally \leq \$50,000

Gross receipts $>$ \$50,000 and $<$ \$200,000, and
Total assets $<$ \$500,000

Gross receipts \geq \$200,000, or

Total assets \geq \$500,000

Form to File

990-N

990-EZ or 990

990

Reports are due not later than the 15th day of the 5th month after the end of the accounting period as prescribed by the IRS. Since the AFA Field Fiscal Year is January 1 through December 31, this filing deadline would normally be May 15. An “automatic” six –month extension will be granted by the IRS, but units must file the request prior to 15 May.

In computing gross receipts, include all amounts received during the accounting period without reduction for costs or expenses (membership rebates, support payments, contributions, ticket sales, etc.). Do not include membership dues forwarded to National Headquarters as these are accounted for by AFA Headquarters.

In completing the form, the following information should be given:

Exempt under section	501(c)(19)
Accounting method	Cash
Group Return filed for affiliates?	No
Separate Return filed by a group affiliate?	Yes
Four-digit Group Exemption Number (GEN)	1328

Forward the completed original to the IRS address listed in the instructions. Retain one copy for your unit files and forward a copy to the Field Services office through your State and Regional organizations.

Occasionally, your unit may receive a 990 package with a pre-addressed mailing label even though gross receipts are normally less than \$25,000.00. In such a case, you must file with the IRS. However, you need only affix the mailing label; complete the five items listed above; check the block which reads "Check here if gross receipts are normally not more than \$25,000.00 ... " sign and date the form and forward it to the proper servicing center.

Although only a few AFA units have more than \$25,000.00 gross receipts and are required to file an IRS 990 on an annual basis, a number of states do require that all organizations file this type of return with the state. Each AFA unit must check with the appropriate state officials to determine if a state return is required.

Chapter Eleven

Finances

1) Region Presidents' Allocations

- a) The president of each AFA region has an expense allocation not to exceed \$2,400 per operating year (October 1 – September 30). Funds can only be used to cover his or her own expenses incurred on AFA organizational matters within the region (the specific, geographical boundaries set out in Chapter 7 of this guide).
- b) Exceptions can be granted by the Vice Chairman of the Board for Field Operations (VCoB, FO) but must be requested and approved before additional funds are obligated or travel undertaken. Apply to the VCoB, FO through Membership Operations.
- c) Filing is as specified in the OPM, Section VII and expenses are subject to review by the AFA Finance Committee.

2) Responsibility of State and Chapter Organizations to Generate Funds

- a) Neither states nor chapters can expect to function effectively by relying solely on payments from AFA Headquarters.
- b) Every state and chapter Annual Activity and Financial Plan should include several supplemental sources of income beyond allocations, rebates, and support payments. Some ideas include the following:
 - Dinners (states and chapters). Always charge a little more than a break-even price.
 - Registration fees for state meetings/conventions
 - A robust Community Partner Program (chapters)
 - Sale of advertising in newsletters or convention programs
 - Fundraisers such as car washes, golf tournaments, etc.
 - Gifts or donations.

3) State Organizations – Allocations and Support Payments

- a) Each state organization is eligible to receive funds from National Headquarters.

- b) An allocation of \$48.00 per quarter for each active, qualified chapter in the state or \$16.00 per month for any chapter chartered during that quarter. The amount of the allocation amount will vary from 0% to 125 % of this amount depending on the performance of each individual chapter. See the Chapter section below for details.
- c) A support payment of \$.78 per year (\$.195 per quarter) for each member affiliated with a chapter in the state.

4) State Performance Criteria

- a) The state must meet certain minimum performance criteria in order to receive accrued funds.
 - 1) Maintain at least two active, chartered chapters within the state organization. (See Chapter 8).
 - 2) Have a current state officer roster on file with AFA Headquarters. (See Chapter 10).
 - 3) File quarterly state activity and financial reports and endorsed chapter reports. In addition file an IRS form 990 if required. (See Chapter 10).
- b) The state should inform AFA Headquarters of chapters they have excused from meeting chapter newsletter requirements (see paragraph 8 below) because these affect both state and chapter eligibility to receive funds.
 - Send a list of any chapters which are excused from publishing a quarterly newsletter for that quarter to AFA Headquarters. Remember this is limited to one excusal per Plan Year. State presidents should also indicate “excused” where appropriate as part of their review when endorsing chapter quarterly activity

5) Chapter Organizations – Support Payments and Member Rebates

- a) Each chapter is eligible to receive a support payment from AFA Headquarters in the amount of \$2.28 per year (\$.57 per quarter) for each member affiliated with the chapter with the exceptions noted below.
 - 1) New, chapter-recruited members who joined the chapter within the previous 12 month period (since the chapter would have received the new member rebate for this person).
 - 2) Cadets, complimentary members or Community Partners.
 - 3) The amount of payment can range from 0% to 125% depending on the chapter’s performance criteria explained below.

- b) Each chapter is eligible to receive a rebate payment from National Headquarters for new, chapter-recruited members obtained during the quarter. No rebates are paid for Cadets, complimentary members or Community Partners.)
- One or three year member -- \$12.00
 - Life member (new only) -- \$39.00 upon completion of payment.
- c) Payment is made on a quarterly basis.

6) Chapter Performance Determines Level of Chapter and State Payment

- a) Chapters must meet certain minimum performance criteria in order to receive any funds for any quarter.
- 1) These performance measures will be applied beginning in calendar year 2009 for the January-March quarterly reports due not later than May 15th. Chapters must accomplish all of the roster, plans, and reports segment below in order to be eligible for any payment (support or membership rebates) for any quarter.
 - 2) The chapter earns support payments as listed below and further explained in the subsequent paragraphs
 - **0%** -- Rosters, Plans and Reports (Paragraph 7 below)
 - **25%** -- Newsletter (Paragraph 8 below)
 - **50%** -- Strategic Plan Goals (Paragraph 9 below)
 - **25%** -- Membership (Paragraph 10 below)
- b) Additional payment can be earned in one of two ways, once the basic 100% payment criteria is achieved:
- 1) **25%** for either of the following.
 - Exceptional membership recruitment equal to double the quarterly requirement – 1.5% or higher – computed on the same basis as the basic membership goal.
 - Completing an additional “Conduct or Support” goal.
 - 2) Chapter Matching Grant (for other than education-OTE) (Paragraph 12 below).
- c) Chapters are eligible to receive both the 25% bonus and the matching grant (OTE).
- d) State allocation for each chapter will vary from 0 % to 100 % depending on chapter performance but will not be affected or adjusted if a matching grant is awarded.

7) Rosters, Plans, and Reports (0% but required before ANY funds are paid).

- a) Maintain a minimum membership of twenty voting members. (See Chapter 9).
 - b) Have a current chapter officer roster on file with AFA Headquarters. (See Chapter 10).
 - c) Have current annual chapter activity and financial plans on file with AFA Headquarters. Activity plans **MUST** use the planning and reporting template provided for that Plan Year. (See Chapter 10).
 - d) File an IRS form 990 if required. (See Chapter 10).
 - e) File properly endorsed quarterly activity and financial reports (See Chapter 10.)
- 8) Newsletter (25%)** Prepare and distribute a quarterly chapter newsletter. Chapters have two options for distribution.
- a) Mail (by electronic or snail mail or a combination) a copy to each chapter member. If chapters chose to post newsletters on a web page instead of emailing them to members, a positive notification via e-mail needs to be sent to email recipients. Simply posting a newsletter to the Web without positive notification of the recipients does not fulfill the requirement.
 - b) Mail (by electronic or snail mail) a copy to each chapter member who desires to receive the newsletter. Chapters choosing this option must communicate annually with ALL their members via mail or e-mail. Chapter members are urged to provide an updated e-mail address or to indicate if they wish to receive a hard copy.
 - For the remaining three quarters chapter newsletters will be provided electronically to all members with valid e-mail addresses and in hard copy to those who specifically request them.
 - Chapters electing this method must indicate they have done the complete contact/ mailing in the appropriate quarterly report filed with Headquarters.
 - c) The following additional information applies regardless of the distribution method selected.
 - Send one copy of the newsletter to AFA Headquarters (either attached to the activity report or by a separate mailing).
 - "Combined" newsletters for more than one chapter or all chapters in a state are acceptable so long as each issue lists contact information and news for each chapter.
 - The State President may excuse a chapter from the newsletter requirement for ONE quarter each plan year. Approval must be given in advance, notice sent to AFA Headquarters and the excusal must be noted on the chapter's activity report.

9) Complete Chapter Goals (25% + 25% = 50 %)

- a) 25% for completing any “Conduct or Support” goal listed in the annual planning template derived from the AFA Strategic Plan for that year.
- b) An additional 25% for completing any OTHER goal listed in the in the annual planning template derived from the AFA Strategic Plan for that year. This second goal can be from either those listed as “Conduct or Support” goals or as “Contact-Select-Invite” (i.e. “Other”) goals.
- c) Note this establishes a minimum performance level against the goals derived from the annual strategic plan that most chapters will easily exceed.

10) Membership

- a) Meet a chapter membership goal for new, chapter-recruited members equal to 0.75% of the chapter total membership at the beginning of the Operating Year (October 1) or 1 member whichever is greater.
- b) Performance is computed by AFA Headquarters from applications received AND processed during the quarter and therefore no report is required.
- c) Chapter performance is cumulative. It is computed using the current quarter as well as the previous three to determine if the goal has been met. Performance will carry forward from one year to the next. It is NOT retroactive.

11) Responsibility of Newly-Created Chapters

- a) Newly created chapters are guaranteed a minimum payment of \$50 per quarter for 3 years from their charter date. Chapters may request a waiver to extend the time up to five years.
- b) The chapter’s earned rebates and support payments are compared to the guaranteed amount and the chapter paid whichever figure is greater.

12) Chapter Matching Grants – Other Than Education (OTE)

- a) The objective of the Chapter Matching Grant (OTE) program is to provide AFA chapters financial assistance (above and beyond quarterly support payments) to help them accomplish specific goals and activities to further the AFA mission in areas other than education. The program allows aggressive chapters to leverage their own resources to further promote Air Force air power at the grass roots level. This is a companion program to the Chapter Matching Grants for Education.

b) Requirements/Selection Criteria

- 1) To be eligible for the grant, the chapter must have met/received 100 % of their support payments for the previous quarter.
- 2) The chapter president must submit the completed Chapter Matching Grant OTE form, which is available on the AFA website. It must include a one-page narrative that outlines the details of the activity and the measures the chapter is taking to further advance the accomplishment of the AFA mission in their community.
- 3) The request must equal the amount of funds the chapter plans to contribute to the event/activity. The maximum amount a chapter can receive in a calendar year from this grant program is \$1,000. Chapters may submit more than one application during a calendar year for this grant, but may not exceed the annual ceiling of \$1,000.
- 4) The minimum grant submission is \$200.
- 5) A one page after-action report of the activity or event with photographs is required. If the report and photos are not received from the chapter in a timely manner (preferably within 30-days after the event, or not later than the next quarterly report), the chapter will not be eligible for a matching grant for a period of one year. Future Chapter Matching Grant OTE applications will be returned without review.
- 6) The grant may not be used for the funding of annual programs, but can be used by a chapter to provide the funds to begin an annual program/event.

c) Grant Allocation : The funds are mailed to Chapter President, matching the amount of funds to be spent by chapter.

d) Guidelines

- 1) This grant is intended to encourage chapters to be creative in support of the AFA mission. AFA Headquarters will budget annually to support the OTE grant program. Chapters that are working actively to promote Air Force airpower at the local level, but require some funding assistance, have the best chance of receiving a grant.
- 2) Grants may be submitted via regular mail, fax, or e-mail. If submitted via e-mail, the chapter president should send the grant to AFA Headquarters, c/o Membership Operations. This will be considered an “electronic signature”, and assumes approval by both the chapter president and treasurer.
- 3) The AFA staff will review all grant applications based on the requirements and guidelines herein and will recommend approval or disapproval to the AFA President. Chapters will be notified within four to six weeks of approval or disapproval.
- 4) **The grants may be used for such activities as ...**
 - a. New programs/activities that support veterans.
 - b. New programs/activities that support cadet activities, such as drill meets, field trips to visit Air Force Bases, etc.

- c. New programs/activities that support families of deployed troops.
 - d. New programs/activities that provide recognition for active duty, guard, reserve, or USAF civilians.
 - e. New programs/activities that support recruitment of new AFA members.
 - f. New programs/activities that raise the visibility and understanding of AFA and the Air Force in the community.
 - g. Other programs/activities that promote Air Force airpower.
- 5) **The grants may not be used for such activities as ...**
- a. Providing funds for recurring cadet activities such attending Arnold Air Society/Silver Wings area or national conclaves.
 - b. Educational activities (Chapter Matching Grants for Education are for this purpose).
 - c. Events that are purely social in nature.
 - d. To provide funds to support activities that the chapter has already accomplished (in arrears).
 - e. Supporting specific Arnold Air Society/Silver Wings activities, such as hosting Area Conclaves (ARCONS). This is a legitimate request but must be filed as a chapter matching grant for education.

Chapter Twelve

Membership

There is a basic strength in an organization which can bring together for a common purpose individuals of different backgrounds and interests -- basic strength in the policy that is hammered out from the divergent views they represent. This is the strength of the Air Force Association. Membership in AFA is open to all individuals..

Membership Options

Regular Membership: The current membership rate is \$36.00 per year. Membership dues are set by the Board of Directors and approved by the Delegates at National Convention. Optional rates include a three-year membership for \$90.00 or a lifetime membership for \$500.00 (\$525.00 if paid over time).

Half-Priced Memberships: AFA offers half-priced memberships to current Cadets and Junior Enlisted members.

Cadet memberships are open to any person enrolled as a Cadet at a United States Service Academy, an Officer Trainee, a ROTC Cadet at a college or university, JROTC or Civil Air Patrol.

AFA also offers a special, half-priced rate for currently enlisted members ranked E1-E4. Members who join under this special rank are eligible for all member benefits including voting and holding office. This rate is only valid while a member is Active Duty and within the ranks of E1-E4.

Benefits of AFA Membership

- Participating in AFA Programs and chapter activities.
- Receiving *AIR FORCE* Magazine, an award winning monthly journal unmatched in total force coverage with up to date editorial comments on issues of the day to include congressional issues and issues concerning space, technology, and military preparedness for our nation.

- Sharing a concern for the nation's aerospace future with tens of thousands of other members.
- Access to the members' only online community and more.
- Participating in the benefit programs offered by AFA Veteran Benefits Association which include group insurance programs, dental and other medical discount programs, banking center, platinum credit card, online brokerage, travel services, car rental discounts, employment assistance, education assistance, identity protection, electronics products discounts. Benefits may be removed, changed or added, complete details on current AFAVBA benefit programs are available on the AFAVBA website (www.afavba.org) or by calling Member Services on the toll-free-line.

Membership Retention

Renewal Series Mailings

AFA has conducted a number of experiments in mailing renewal notices to the general membership. Like any other organization we seek as high a renewal rate as possible. In general we are quite successful. Slightly over 80% of those scheduled to expire renew each year, an exceptionally high average. This indicates not only the appeal the AFA has to its members but also the effectiveness of its renewal series.

There is, however one area in which renewals are significantly lower. That is in our one year, first time renewals. There the rate drops significantly -- to about 38%. And it is in this area that personal contact from the chapter can be used effectively to supplement the renewal series mailed from national.

A total of up to six renewal notices can be mailed. Each has a letter signed by the Director of Membership Operations asking the person to renew. The first mailing is an advance notice of the expiration date. This goes out approximately two months prior to the expiration (all affiliations expire on the last day of the month, no matter on which day of the month the application was processed.) For example, if a membership expires in July, the first advance notice will be sent in mid- May, and encourages the member to renew prior to his or her expiration date.

If the member does not return the notice with a renewal payment before the first day of the expiration month (July in our example) a second notice is mailed and this process is continued during the following four month period.

Other Means of Renewal

Some members renew using an application rather than the renewal notice AFA national sends. This happens often during an annual membership drive. In this case, or any time a renewal payment is received outside the normal cycle, that payment is applied to extend the expiration date in our records. For example, if a member expires in July but renews in May through a membership drive, his or her new expire date will be July of the subsequent year.

In addition, any member who holds a credit card may have their affiliation with AFA automatically renewed by having their dues charged to that credit card. (Note that insurance premiums may also be automatically paid this way as well for members.) They should use a request form available from National Headquarters or send a letter to AFA Headquarters stating the appropriate account or policy numbers in their authorization.

Members may also renew on-line at AFA's website or by calling Member Services at 1-800-727-3337.

Expiration

The member's subscription to *AIR FORCE* Magazine will be discontinued the month following the month his or her membership expires and will not be reinstated until he or she renews. In this example the member will receive the July issue but NOT the August issue. Additionally, if a member is insured under one or more of AFA's insurance programs the coverage may not be renewed if his/her membership has expired. If membership is renewed after the expiration date, the renewal will begin from the date the payment is received and the magazine will start again with the month following the month in which the renewal is processed.

Affiliating With a Chapter

The most important thing to remember about chapter affiliation is that any AFA member may be affiliated with any chapter he or she wishes.

New members should request affiliation with a chapter by so indicating on their membership application in the space provided. Current members can change chapter affiliation by so indicating on their membership renewal notice, by letter, by email to service@afa.org or by calling Member Services. The request, regardless of the form in which it is submitted, should include a mailing label from their copy of a recent issue of *AIR FORCE* Magazine, or, if a label is not available, their name and address, ID number (membership number), the name or

AFA code number of the chapter with which affiliation is desired, the date, and their signature. The affiliation request cannot be processed promptly and correctly unless the information requested is legible.

Automatic affiliation is accomplished through zip code assignments. State Presidents are responsible for assigning zip codes within their state to the closest chapter. When a new membership is processed and assigned to a specific unit, he/she is notified of that assignment and is given the choice to 1) remain in the unit in which he/she is presently affiliated; 2) request that the affiliation be with another chapter; 3) not be affiliated with any chapter, therefore becoming a member at large. Automatic re-affiliation will occur in the same manner when a member changes his/her address. The member's options when notified of the change remain as described above.

By adopting dues or levies of assessment, chapters agree to be removed from the Association's Automatic Affiliation program, which automatically reassigns members as a result of a change of address. It would be inappropriate to reassign a member from a chapter not requiring additional dues to one that would.

Chapter Thirteen

Community Partner Program

This program was authorized by Delegates at the 1975 National Convention as a method to stimulate community participation in AFA and to generate income for Chapters. The program publicly identifies a business as a supporter of Air Force people and the Air Force Association, and can be appealing to those businesses serving the needs of Air Force personnel.

Community Partner businesses receive the following:

- **A handsome plaque** identifying the office or business as a Community Partner, providing instant recognition from Air Force people served.
- An **8.5 x 11 window decal** identifying the business as a Community Partner that “Supports our Troops”.
- **Status** as an AFA Community Partner, attesting to participation in AFA community activities and support of Air Force personnel.

There are two categories of AFA Community Partners:

- **Category One** may designate one person in the Partner organization as a member of AFA, to receive all the benefits of a member.
- **Category Two** may designate two persons in the Partner organization as members of AFA.

The chapter should make every effort to encourage the business to designate someone who is not already a member of AFA so that more people can be exposed to AFA and its benefits.

Each designated member receives *AIR FORCE* Magazine each month and a membership card and pin.

The Chapter is entitled to retain a portion of the annual affiliation fee, this rebate is collected on the spot. When a partnership is sold, the chapter deposits the partners check into its own account. It then forwards a check to AFA National, Membership Department along with the completed Community Partner Program application. (Please be sure the application is legible). The Chapter will receive a plaque and window decal to be presented to the Community Partner. All persons designated as members in the program will be affiliated with the Chapter.

Community Partner Renewals

In an effort to improve the renewal rate of Community Partners, National Headquarters will notify you when your Community Partner memberships are approaching their expiration date. We will send out the invoices for the Community Partners approximately three months prior to their last day of membership. This will allow sufficient time for your Vice President of Community Partners to personally contact the Community Partner, obtain the renewal, and forward the forms and funds to National for processing. Appointment of this chapter leader is your first requirement. Please make sure to contact National when a new Vice President of Community Partners is appointed. The renewals, along with all Community Partner correspondence materials will be sent directly to this person.

Renewals

National headquarters sends the renewal invoices to the chapter approximately 90 days before the expiration of a Community Partner membership. It is up to the chapter to contact the Partner for the actual renewal and to forward the payment to National. No other notice is sent.

As with the initial effort, Partner renewals should be handled in person. If possible, the same individual who originally solicited the membership should make the renewal call. Whoever makes the call should assess in advance the extent to which the Partner involved itself with the chapter over the year. If the Partner was not active, plan to give an overview of the year's activities, stressing the advantages other Partners received from participating.

The chapter is sent an 8.5 x 11 perforated form consisting of three copies of the Community Partner's renewal invoice. Each invoice shows the name and address of the business, the names of the member(s) it sponsors, and the amount of the dues (\$75.00 or \$150.00). Leave one copy of the invoice with the Partner, return one copy with the check to National and retain one copy for the chapter records. (We suggest you mark this copy paid and note the date it was sent to National)

Please indicate any changes of address or contact/representative information directly on the invoice that is sent to National. (You may want to make note of this information on the chapter copy also.)

. . . and please, **begin the process as soon as the chapter receives the invoice.** This will avoid many problems in the long run.

Personal Visit Is The Key

Community Partners were initially solicited by Chapter members. Therefore, a member, preferably a Chapter officer or leader, should personally contact the Community Partner to obtain the renewal. Unless the Community Partner participates in Chapter programs this may be the only time in which the Partner meets and talks with an AFA member. Show the Partners you value their memberships by using this personal approach. It provides an

excellent opportunity to speak about AFA's mission, and to answer any questions they may have.

Recognition

We strongly suggest that you provide a number of opportunities for the Chapter to demonstrate its appreciation of Community Partners. Depending upon the category of Community Partner membership, the individuals designated by the Community Partner as AFA members should be invited to attend Chapter meetings, and their attendance should be recognized. They should be asked to serve on a committee. Community Partners should be placed on the Chapter letterhead, and recognized in your Chapter newsletter.

Conclusion

Community Partner application forms are available from the Membership Division Office at National Headquarters. The Community Partner is an excellent method of getting your Chapter involved and known among your community businesses and leaders. It can prove to be a significant source of revenue for the chapter treasury. To help you obtain a higher renewal rate, National Headquarters will notify you when the Community Partner membership is about to expire. It will be up to you to obtain the renewal and forward funds and information to AFA Headquarters. The Community Partner program is beneficial to the Chapter and to AFA. Let's work the program harder to get the most from it.

If you have any questions, or require any further information regarding our community Partner program, please contact the Membership Department at AFA National Headquarters, 1501 Lee Highway, Arlington, Virginia 22209-1198.

Chapter Fourteen

Resources for Field Units

Membership Rosters

Chapter Roster

A roster containing all members affiliated with the Chapter is available on AFA's web site each month. The president of each Chapter or designated contact will be given access to these rosters on a semi-annual basis (July and January). A copy of the membership roster for each chapter within the state is available to the President of each state organization. These rosters also include all members who affiliated with the chapter during the previous six months, new and renewal, and changes of address that have occurred.

Reading from left to right, the roster contains the complete name and address followed by the expire date information and remarks. The roster also includes both the home and business phone numbers and email address if we have them, along with the members AFA Member Number.

Chapter Update Roster

Update Rosters are also available monthly to each chapter president, or designated contact. This roster contains the same fields as the full roster, but only includes records to which changes were made during the month and those records that are due to expire. These rosters reflect MOST BUT NOT ALL transactions and changes to the chapter roster during that month. Please note that if two changes occur for the same record, only one will be shown. Each roster is divided into category sections explained below:

Explanation of Categories

These Categories Add Members to Your Chapter

NEW MEMBERS

- Chapter recruited members. The membership application contained a specific request for chapter affiliation and a rebate is due the chapter. Chapter support will not be paid for the first year. State support payments will be made. Members joining without a specific chapter affiliation request appear in the next category.

AUTOMATIC AFFILIATION

- New members automatically added to chapter by ZIP code. NO rebate is due but the member does qualify for chapter and state support payment.

AUTOMATIC AFFILIATION/CHANGE ADDRESS

- Members newly arrived in the chapter service area. NO rebate is due but the member does qualify for chapter and state support payment.

RENEWAL TRANSFER IN

- Member has renewed and requested to be affiliated with this chapter.

TRANSFER IN

- Member has requested to be affiliated with this chapter.

LIFE PAID IN FULL TRANSFER IN

- NEW paying Life Member, now completed with his/her payments, now affiliated with this chapter. Rebate due.

These Categories neither Add nor Subtract Members from the Chapter**RENEWAL CHANGE OF ADDRESS****CHANGE OF ADDRESS****RENEWALS****LIFE PAID IN FULL**

- A NEW Life Member, paying in installments now completed with his/her payments. Rebate is due the chapter.

These Categories Subtract Members from Your Chapter**TRANSFER OUT**

- A member has been reassigned to a new chapter, either by request or automatically. In the latter case the member will return to your chapter roster if he/she requests to stay in your chapter.

EXPIRES THIS MONTH

- Members whose expire date is the last day of the month of the update roster. They are still counted in the chapter total.

EXPIRES DROPPED

- Members whose expire date was the last day of the month previous to the roster. They have been dropped from the chapter count. Their names will appear one more time on the chapter update roster, in the subsequent section.

EXPIRES TWO MONTHS AGO

- Members whose expire date was the last day of the month two months prior to the date of the roster. They are not included in the chapter count and will not appear again on any roster.

CANCEL OR DECEASED

NOTE: Please note that Update Rosters do not list daily transactions as a check book does; they list the transactions in the chapters file at the end of the month. If there have been two (2) or more transactions in an individual members record during the same month, the subsequent transaction supersedes the original one; therefore, there are some transactions that do not appear on the Monthly Update.

Supplies

Mailing Labels

Self-adhesive mailing labels for members can be furnished to units at a cost of three cents per name plus \$3.95 shipping and handling, and are available in either a zip code sequence listing or an alphabetical listing. Labels are available for the following:

1. Chapter members -- (may be in either alphabetical or zip code sequence).
2. Affiliated members -- regardless of the location of affiliation, the request, provided only in zip code sequence, must cover the chapters own area and must include at least the first three digits of the zip code for the area in which the labels are being requested. Labels can be provided for all five digits of the zip code if appropriate.
3. Members who are affiliated with chapters specifically outside the state provided only in zip code sequence, the request must cover the chapters own area and must include at least the first three digits of the zip code for the area in which the labels are being requested. Labels can be provided for all five digits of the zip code if appropriate.

On request, each state organization is authorized one set of self-adhesive mailing labels for all the members residing in its state. These labels are furnished at no cost to the state organization **one time each year and are to be used to mail State Convention notices.** Additional sets of labels for members are available at a cost of three cents per name plus \$3.95 shipping and handling.

To allow time for printing and mailing, three weeks notice must be given in advance of the date when labels will be required. Shipping by special means, (Federal Express.) must be specified and additional shipping costs assumed by the requesting unit.

Any questions pertaining to any of the aforementioned rosters should be directed to the Field Services Office/Membership Operations at AFA National Headquarters. Requests for mailing labels may be directed to Member Services, by telephone or e-mail (service@afa.org).

Supply and Gift Information

Membership Applications, Chapter Affiliation Request Forms, and AFA Insurance Brochures are available upon request. The latest AFA member supplies catalog containing gifts/awards etc. is available to both AFA units and individuals members. Please realize that prices are subject to change as are the items maintained in inventory -- watch for change announcements.

Please submit requests for materials and gift items as far as possible in advance of the date they will be needed. All requests for materials and gift items should be directed to the Membership Operations at AFA National Headquarters, 1501 Lee Highway, Arlington, Virginia 22209-1198. Requests may be made by telephone or e-mail to fldsvcs@afa.org or service@afa.org.

Orders from individual members must include payment; any order for an AFA unit, which does not include payment, must be submitted by an officer of the unit and purchases will be billed to the unit.

Invoices are due upon receipt; If you receive an invoice with labels or supplies, pass it on to the unit treasurer for prompt payment. AFA will send Past Due Notices if payment is not received promptly. After the third Past Due Notice it will be necessary for the unit to make payment at the time the labels or merchandise is requested. Chapter/State support payments may also be withheld if invoices are in arrears by more than six months.

Air Force Magazine

Complimentary Copies

Ten complimentary copies of Air Force Magazine are available to AFA chapters located within the United States, each month, upon receipt of an annual written request to national

headquarters. These copies, shipped in bulk, are made available to the unit for personal delivery to local civic leaders and news media to assist in making AFA and the chapter better known in the community. Once the original request is made, monthly shipments begin eight weeks later.

Requests for complimentary copies should be sent to Field Services/Membership Operations at AFA national headquarters. A form is provided to each unit on an annual basis, or a letter may be mailed. Chapters must agree to distribute these copies to such civic and government officials as the mayor, president of the chamber of commerce, superintendent of schools, president of the junior chamber of commerce, publishers or editors of local papers or comparable persons in radio or TV, etc.; or to support local membership drives. Occasionally, chapters may wish to distribute complimentary copies to local libraries, Air Force Reserve or Air National Guard Units, or to nearby Air Force installations. As a portion of the annual membership drive, this type of distribution might increase visibility and awareness of the AFA. However, continued, regular distribution to these places might prove to be a disincentive to membership acquisition.

Subscriptions for Libraries

A special rate of 50% of the current subscription rate per year, has been established for AFA chapters desiring to sponsor a subscription to AIR FORCE Magazine for a local library (school, college, university and public libraries are eligible). Applications for library subscriptions can be obtained from Field Services/Membership Operations at national headquarters, and should include the mailing address for the magazine and a check for payment.

Back Issues

As excess stock allows, back issues of Air Force Magazine are available to state organizations and to chapters to be distributed at special programs, during a membership drive, at local military facilities on Armed Forces Day, at aerospace education programs, etc.

There is no charge for the magazines, but the unit receiving them must pay shipping costs from Arlington, Virginia. These back issues are normally more than six months old, and in some cases have been published up to two years previously. Requests for back issues should be submitted to Membership Operations at AFA national headquarters at least one month in advance of the date needed, since shipments are normally made by surface UPS to hold down shipping costs to the chapter. Because the chapter pays shipping costs, requests for back issues of the magazine will be accepted only from the chapter president or a designated unit contact.

Services

Speakers

If assistance is needed in obtaining a speaker for a unit program, please contact AFA's Policy and Communications Department at AFA National Headquarters. Be sure to allow plenty of lead time and be specific as to the type of speaker, the location of the program, the size of the audience, the type of program, a suggested subject for the speaker, and the extent to which the unit can bear expenses for the speaker (transportation, hotel, meals, honorarium, etc.).

Audiovisual Products

Audiovisual products are available on loan from AFA's Policy and Communications Department to AFA units for showing at state and chapter meetings, schools, church groups or civic organizations such as the Chamber of Commerce, Kiwanis, Rotary, etc.

Complete and current details on AFA's Video Library can be accessed on the AFA web site in the 'Members Only' area under General Membership Information. If you do not have access to the internet you may call the Policy and Communications Department on AFA's toll-free line.

Chapter Fifteen

AFA National Awards

National Activity Awards

National Activity Awards shall be in three separate classifications: to eligible Air Force Association units; to eligible individual AFA members; and to eligible individual, non-member, Air Force units, aerospace corporations, or private businesses. Authority for approval of award recipients rests with the AFA Awards Committee. The committee is chaired by the Chairman of the Board. Other members are the Vice Chairman of the Board, Field Operations; the Vice Chairman of the Board, Aerospace Education and two past presidents of the Association chosen by the Chairman.

Unit Awards

Eligibility

To be eligible for AFA National Awards, State Organizations and Chapters must have been chartered at least two years. Chapters that have met all of the Chapter Performance Standards for the immediate past four quarters will be given greater consideration than chapters that have not.

Donald W. Steele Sr., Memorial Award for "Unit of the Year"

AFA's highest unit award. A single such award shall be made to the AFA chapter which has distinguished itself in all fields of the AFA mission -- new member procurement, community relations, aerospace education, overall programming, best single program, and communications -- over and above the service for which Exceptional Service Plaques (Unit) and Membership Achievement Plaques are awarded for such service. **Direct nominations for this award will not be accepted. The Awards Committee will select the recipient from among units selected as the outstanding chapter in their respective size categories.** The award shall be presented at the annual national convention.

Outstanding Small, Medium, Large and Extra-Large Chapters

A plaque may be presented to the outstanding chapter in each of the following total membership categories: 20 to 200 members; 201 to 400 members; 401 to 900 members; and over 900 members. Chapters will be judged on their accomplishments in the following fields of the AFA mission – new member procurement, community relations, aerospace education, overall programming, best single program and communications. Because the Unit of the Year winner is selected from one of those chapters already identified as best in

their chapter size category, unless otherwise directed by the National Awards Committee only three such awards will be made each year, one to the outstanding chapter in each of the three remaining size categories. The awards shall be presented at the annual national convention.

Exceptional Service Award (Unit)

A plaque may be awarded for outstanding accomplishment in each of the following fields: community relations, overall programming, best single program, veteran's affairs and communications. (Each shall have equal distinction, with no precedence.) The awards, not to exceed one per category shall be presented at the annual national convention.

There will be an additional Exceptional Service Award in the field of Community Partners. This plaque will be awarded to the unit with the greatest percentage of Community Partners, with respect to overall chapter membership at the beginning of the Membership year. No nomination is necessary. Selection will be made by the National Awards Committee from among the top Community Partner chapters in each chapter size category. The award shall be presented at the annual national convention.

Outstanding State Organization

A plaque may be awarded to the state organization which has distinguished itself in the following areas: overall programming by the state organization and its chapters, including an annual state convention; new member procurement in the state; and communications, including timely submission and quality of activity and financial reports for the state organization and its chapters. The award shall be presented at the annual national convention.

Individual Awards

AFA National Activity Awards for individuals shall be in seven categories, in the following ranking:

1. AFA Gold Life Membership Card
2. Distinguished Sustained Aerospace Education Award
3. Chairman's Award for "Member of the Year" (formerly the President's Award ...)
4. Chairman's Award for Aerospace Education Achievement
5. Chairman's Citation (formerly the Presidential Citation)
6. Exceptional Service Award (Individual)
7. Medal of Merit

Individuals nominated for these awards must be current members of the Association (with the exception of the Chairman's Award for Aerospace Education Achievement).

AFA Gold Life Membership Card

A single such card shall be awarded in rare instances to that individual AFA member whose AFA record, production and accomplishments on a national level have been outstanding over a period of years, reflecting the highest credit to the AFA mission, and culminating in a year of greatest individual achievement and distinction. The card shall have engraved thereon signatures of appropriate officers, and shall be numbered beginning with "one". While not mandatory, individuals selected to receive the Gold Card shall normally have received previous national awards for service. No more than a single card shall be awarded in any one year. The award shall be presented at the annual national convention.

Distinguished Sustained Aerospace Education Award

This award shall be presented in rare instances to an individual AFA member whose AFA record overwhelmingly demonstrates distinguished sustained service in support of the educational mission of the Association over a period of years. This educational recognition will only be awarded when the Aerospace Education Council, as the recommending entity, identifies a deserving individual, but any AFA member can bring a worthy individual to the attention of the AEC. This award shall be presented at the national convention.

Chairman's Award for "Member of the Year"

Shall be awarded to that AFA member who is still active in AFA and whose cumulative AFA achievements in leadership positions in all fields up through the National level over a period of several years represent distinguished services to AFA. Such services shall be over and above those for which the Chairman's Citation is awarded. This prestigious individual award shall be presented at the annual national convention.

Chairman's Award for Aerospace Education Achievement

This award shall also be presented in rare instances upon recommendation of the Aerospace Education Council. The award is for special or sustained achievement and can be awarded to an individual(s), an entity, or entities who may be from international, federal, state or local government; industry; community partner; any scholarly enterprise, or any private or public business. This educational recognition will only be awarded when the Aerospace Education Council, as the recommending entity, identifies a deserving recipient, but any AFA member can bring a worthy individual/entity to the attention of the AEC.

Chairman's Citation

Shall be awarded to those individual AFA members whose distinguished contribution to AFA in a specific field has improved and elevated the effectiveness of the Association in a national sense, above and beyond service meriting the Exceptional Service Award or Medal of Merit. No more than ten (10) Chairman's Citations will be awarded in any one year. The award shall be presented at the annual national convention.

Exceptional Service Award (Individual)

Shall be awarded to those individual AFA members who have performed exceptional services for AFA in local, regional or national fields. A specific accomplishment in one or more fields shall determine recipients of this award. For determination purposes by the Awards Committee, consideration shall be given to those who have previously received the Medal of Merit and whose exceptional service has continued from that point. The number of such awards will be limited by the Awards Committee to approximately one half the number of Medals of Merit awarded in each region.

Exceptional Service Awards will be forwarded to the president of the recipient's state. It will be that president's responsibility to work with the President for the AFA region in which the recipient resides to arrange an appropriate time and place for the presentation of the award, making every effort to have the presentation made by a National Officer or Director. Exceptional Service Awards will not be presented at the AFA national convention; all will be presented in the field.

Storz Individual Award

Presented annually to the individual AFA member who, in the judgment of the AFA Awards Committee, has done the most to promote AFA membership, over and above that normally expected of an individual, during the most recently completed membership year, and by doing so, has contributed to the effectiveness and betterment of the Association. The award shall be presented at the annual national convention.

Medal Of Merit

Shall be awarded for exceptional services in local, regional or national fields and shall denote great initiative on the part of the recipient for specific achievements. For determination purposes, consideration shall be given to those individual AFA members whose achievements are being recognized for the first time. Local recognition of achievement should, in most cases, precede national recognition. In the vast majority of cases, someone who has not received prior national AFA recognition should be considered for the Medal of Merit first. There is no limit to the number of times a Medal of Merit may be awarded to one individual for different periods of accomplishment.

In 1985, AFA's Executive Committee approved a recommendation that the approval authority for recipients of Medals of Merit be transferred from the Awards Committee to

the respective Region Presidents. A percentage figure of .05%, applied to the March 31 regional membership count or 25% of the total number of active chapters in the region, whichever results in the larger number will determine the maximum number of Medals of Merit (with a minimum of 5) to be awarded to any given region. Region Presidents will be advised of that figure during the month of April each year. They will then approve/reject the nominations received and forward them on to National Headquarters. Their total number of approved Medals of Merit must not exceed the percentage allowed for their respective region. All recipients of Medals of Merit must be AFA members. AFA membership will be verified upon receipt of the approved nomination from the President for the respective region. The initial nomination process and the deadline for receipt (by the Region President) remains the same.

Medals of Merit will be forwarded to the president of the recipient's state. It will be that president's responsibility to work with the President for the AFA region in which the recipient resides to arrange an appropriate time and place for the presentation of the award, making every effort to have the presentation made by a National Officer or Director. Medals of Merit will not be presented at the AFA national convention; all will be presented in the field.

Note: Individuals recommended for the above family of awards may work up progressively from the lower to the higher awards; or may be elevated initially to a higher award, based on the merits of the nomination as evaluated by the Awards Committee.

Special Citations

May be awarded to those individual AFA members, to non-members, to Air Force or AFA units, to aerospace corporations, or to private businesses whose contribution to national defense, to the Air Force, or to the Air Force Association has improved and elevated their effectiveness.

Individual nominations should be for specific, focused contributions to the AFA mission rather than a long period of sustained service. Such contributions should be other than those most appropriately recognized by the Medal of Merit.

Air Force units (active, reserve, or guard) should only be nominated for activity in direct support of AFA. Outstanding Air Force mission accomplishments are recognized by nomination for an AFA award through Air Force channels by Air Force channels by Air Force commanders.

Nominations may be made at any time and the award may be presented at any appropriate time and location during the year. Special Citations are not normally within the structure of the awards presented and/or announced during the AFA national convention.

METHOD OF SUBMITTING NOMINATIONS FOR NATIONAL ACTIVITY AWARDS

1. Chapters must submit the original of each nomination and any supporting material to the appropriate State President who, in turn, is to submit to the appropriate Region President. Nominations that originate at higher levels must follow the same path.
2. The appropriate State President and in turn, Region President must either recommend approval or disapproval of each nomination submitted to them as soon as possible and forward these nominations together with any comments they may wish to make to: AFA Awards Committee, 1501 Lee Highway, Arlington, Virginia 22209-1198.
3. A chapter must initiate a nomination and provide adequate time for both state and region endorsements and receipt at AFA national headquarters; otherwise, no action will be taken by the Committee. No nomination will be considered without proper endorsement.
4. If a State President or Region President does not forward their endorsements and/or recommendations on a timely basis, the Awards Committee cannot act on the nomination. Endorsed nominations received after the deadline will not be considered.

5. In the case of a chapter nomination within a state with no state organization, the nomination is to be forwarded to the Region President for endorsement, and information copies furnished to the units/individuals involved.
8. In the case of a State President nomination of a unit or an individual, the nomination is to be forwarded to the Region President for endorsement and copies must be furnished to the units/individuals involved.
9. Region Presidents are urged to initiate award nominations, but must advise State and/or Chapter Presidents involved of their nominations.
10. The deadline for submission of nominations will be in May on a specific date to be announced annually by the Awards Committee.
11. All of the above notwithstanding, the AFA National Awards Committee, during its duly constituted meeting, may select individuals or units for an appropriate AFA award, without regard to nominated status.

Membership Awards

New Member Recruitment Awards

Membership recruitment awards are based on a statistical analysis of the new member recruitment during the membership year. The period of qualification for these awards runs from July 1 through June 30. Awards are calculated from the chapter's June 30 membership total the year prior to the year in which the award is given. For example, an award presented at the 2004 National Convention is for new member recruitment from July 2003 through June 2004. The baseline for the analysis would be the Chapter's membership strength on June 30, 2003. There are two new member recruitment award categories: the Jack Gross Award and the Storz Award.

Storz Chapter Award

This award is the most prestigious AFA membership award as it is based on both the quantity of new members as well as sustained new member recruitment. The award is given to the chapter with the highest number of NEW members (as a percentage of chapter size at the beginning of the qualification period – July 1) regardless of chapter size category. The chapter must also meet the following criteria:

- The chapter has been chartered for at least three years.
- The number of new members is greater than 25.
- The chapter has met the membership criteria of the Chapter Performance Standards for each of the qualification periods.

Jack Gross Award

The Jack Gross Award, instituted in 1995, is a cash award given annually to encourage the recruitment of new members. One award will be given in each of the traditional size categories (plus one for chapters with more than 1,500 members). The award will go to the chapters with the highest number of NEW members as a percentage of chapter size at the beginning of the qualification period – July 1. A minimum of 10 members is required. The monetary awards are as follows:

Small Chapters (20-200)	\$500.00
Medium Chapters (201-400)	\$750.00
Large Chapters (401-900)	\$1,000.00
Extra Large Chapters (901-1499)	\$1,250.00
Chapters Larger than 1,500	\$1,500.00

Sustained New Member Recruitment Ribbons

Membership Recognition Ribbons will be awarded to chapters achieving the Chapter Performance Criteria minimum new member recruitment standard (1% per quarter) for the three quarters (October - July) since the previous National Convention.

Community Partner Awards

The Community Partner Award structure is as follows based on the total number of Community Partners at the end of the qualification period (June 30).

Community Partner Gold Award

This award is given to chapters whose Community Partner total is equal to or greater than 6% of total chapter membership at the beginning of the qualification period (July 1). A minimum of 10 Community Partners are required. There is a flat total of 60 Community Partners for chapters over 1,000 and 90 for chapters over 3,000.

Community Partner Achievement Award

This award is given to chapters whose Community Partner total is equal to or greater than 3% of chapter membership at the beginning of the qualification period (July 1). A minimum of 5 Community Partners are required. There is a flat total of 30 Community Partners for chapters larger than 1,000 and 45 for chapters larger than 3,000.

Community Partner Exceptional Service Award

This award is given annually to the chapter selected by the National Awards Committee from among the top Community Partner chapters in each size category. Chapters considered are those with the highest number of Community Partners as a percentage of chapter size at the beginning of the qualification period (July 1).

Additional Information

Qualifying Chapters

Unless otherwise specified by the award, new chapters will qualify to compete after they have been chartered for and have reported on at least one reporting quarter plus one full qualification period. For example, chapters chartered after December 31, 2001 will not qualify to compete until the membership year beginning July 1, 2003.

Existing Chapters will compete on the basis of their June 30 totals. There are exceptions. For example, when the chapter gives up members to a newly formed chapter the base can be reduced by the number of members reaffiliating on the new chapter's charter application. When chapters merge or absorb a closed chapter, the base can be adjusted upward by the number gained. Changes to the base June 30 totals will normally be initiated by the state president with the concurrence of the region president.

The period of consideration for each of these awards begins on July 1 and runs through June 30.

National Aerospace Education Awards

The AFA National Aerospace Education Awards were established to recognize sustained excellence in the execution of aerospace education programs. The program is two-tiered: the first tier is the Aerospace Education Achievement Award and the second tier is the Aerospace Education Excellence Award.

Aerospace Education Achievement Award

Requirements/Selection Criteria

- The AFA Chapters who complete the three Aerospace Education Goals under AFA Strategic Plan Theme 1 will receive the Aerospace Education Achievement Award.
- Theme 1 is: Educate the public about the critical role of aerospace power in the defense of our nation. The 3 aerospace education goals are:
 - o Each chapter reach the grassroots (non-choir audiences) through at least one outreach program per year, to include contact/speaking opportunities to service clubs, church groups, chambers of commerce, local newspapers-editorial boards, political organizations, etc.

- o Implement the Teacher of the Year recognition program.
- o Participate in at least one aerospace education program per year.
- Chapters wishing to qualify for this award must submit their nomination to the AFA Awards committee by the due date for the submission of National Awards. A nomination form is available in the Field Resources section of the AFA website.

Award Allocation

- Certificate to be mailed to each chapter by September 1 of each year.
- Chapter members attending the AFA National Convention will receive an Aerospace Education ribbon to be worn on their convention badge.

Guidelines

- Accomplish all aerospace education goals as defined in the AFA Strategic Plan. Goals defined above.

Aerospace Education Excellence Award

Requirements/Selection Criteria

- AFA chapters who have met the AE Achievement Award criteria for the current award year are eligible to apply for the AFA Aerospace Excellence Award.
- One page narrative submitted by the Chapter explaining why the Chapter's Aerospace Education programs are exceptional.
- Submissions should be made to the AFA Awards Committee by the due date for the submission of National Awards.
- AFA National Awards Committee will select the winners.

Award Allocation

- One chapter in each of the AFA size categories, small, medium, large and extra large will be selected each year to receive the Excellence Award.
- The award consists of a chapter patch.
- The Award will be awarded at the AFA National Convention.
- Chapter members attending the AFA National Convention will receive an Aerospace Education ribbon to be worn on their convention badge.

Guidelines

- A chapter is not eligible to receive the award for two years in succession in the same chapter size category unless there is no other qualified candidate. At its discretion, the Awards Committee may withhold the award in any size category if there is no qualified candidate.
- The narrative award nomination is limited to one page.

AFA Aerospace Awards and Citations of Honor

AFA Aerospace Awards are presented to individuals and/or organizations contributing in an outstanding manner to advancing the cause of aerospace power.

In 1948, the Air Force Association established five national aerospace awards to be presented annually. In 1949 the National Citation of Honor was established. These original awards and the Stuart Symington Award, added in 1985, and the John R. Alison Award, established in 1992, are the ranking awards presented by AFA. The H.H. Arnold Award, the W. Stuart Symington and the John R. Alison awards are, equally, the highest ranking, with the remaining four holding equal stature and the Citation of Honor immediately following.

AFA asks for nominations for these awards and Citations of Honor as appropriate (see following paragraphs) from members and leaders of the Air Force Association and aerospace industry, the U.S. Air Force, the Veterans Administration and U.S. Citizens and/or organizations having a deep interest in aerospace activity. All nominations should be well documented and submitted to: Air Force Association National Awards Committee,

1501 Lee Highway, Arlington, Virginia 22209-1198. Nominations for September presentations should arrive at AFA Headquarters by no later than May 1.

Air Force organizations should submit nominations in accordance with para. 3, AFI 36-2805. Each year, in an all-major-command letter, AFPC/DPMAJR2 advises commands of suspense dates for these awards.

H. H. Arnold Award

Awarded to the most outstanding Military contributions to the field of Aerospace Activity. (The award is named in honor of pioneer airman and father of the AFA, the late General H. H. "Hap" Arnold.) Nominations are not solicited for this award.

W. Stuart Symington Award

Awarded for the most outstanding Civilian contribution to the field of Aerospace Activity. (This award is named in honor of Senator Symington, the first Secretary of the Air Force.) Nominations are not solicited for this award.

John R. Alison Award

Awarded to the Aerospace industrial leader who has done the most over a period of time, especially the past year, to highlight the unique contributions of industry to National Security (This award named in honor of Major General John R. Alison, (USAF Ret) World War II Flying tiger, industrial consultant, and former AFA President). Nominations are not solicited for this award.

David C. Schilling Award

Awarded for the most outstanding contribution in the field of Flight (Originally named the Flight Trophy, it was renamed in 1957 to honor the late World War II fighter ace Colonel Schilling.)

Theodore Von Karman Award

Awarded for the most outstanding contribution in the field of Science and Engineering. (This award was originally called the Science Trophy, but was renamed in honor of the late Air Force Chief of Scientist Theodore von Karman.)

Gill Robb Wilson Award

Awarded for the most outstanding contribution in field of Arts and Letters. (This award was first named the Arts and Letters Trophy, but was renamed in honor of the long-time noted aviation writer -- and former AFA President and Chairman of the Board -- the late Gill Robb Wilson.)

Hoyt S. Vandenberg Award

Awarded for the most outstanding contribution in the field of Aerospace Education. (This award was named in honor of the late General Vandenberg, an early Air Force Chief of Staff.)

Citations Of Honor

The Air Force Association Citation of Honor is given in recognition of outstanding contribution of an individual or organization to the development of aerospace power. Nomination procedures are the same as those for the awards listed above.

Special Notes

The AFA Department of Veterans Affairs Employee of the Year Award, established in 1978, is equivalent in stature to our top Aerospace Awards. As a veterans organization AFA is keenly interested in fostering and recognizing outstanding service by VA employees. The recipient of this annual award is selected by the VA Secretary and recognized at AFA's National Convention. Nominations are generated from within the VA from among winners of top VA awards. While AFA plays no role in the judging, AFA members who are aware of quality service by a VA employee are encouraged to suggest to that person's supervisor that he or she be considered for submission as a possible AFA VA Employee of the Year nominee.

Nominations for the AFA's Aerospace Education Foundation Christa McAuliffe Outstanding Teacher of the Year Award in Science and Mathematics, the George D. Hardy Best Educational Efforts by an AFA member, and the Sam E. Keith Best Educational Efforts by an AFA chapter, as well as other AEF awards, are administered by the Foundation. Questions concerning eligibility, selection, presentation, etc. should be directed to AEF.

AFA Awards to AFROTC and AFJROTC and CAP Cadets

An AFA Silver Medal is available for annual presentation to the Outstanding Aerospace Studies 300 Cadet in each AFROTC detachment. An AFA Bronze Medal is available for annual presentation to the outstanding junior year cadet in each AFJROTC unit. These medals (accompanied by a ribbon and a certificate) must be requested from AFA's Member Services Office, Department of ROTC Affairs by the Professor of Aerospace Studies or the Aerospace Science Instructor, as the case may be. The medals should not be

requested by AFA's state organizations or chapters. AFA Chapter Presidents will be sent a copy of the confirmation letter informing them when a school in their respective area is sent either medal. Every effort should be made to have an AFA officer or representative present the medal.

An AFA CAP Cadet medal is available annually to the most outstanding CAP Cadet at each CAP Cadet Squadron. This presentation is a Silver Medal accompanied by a ribbon in sky-blue, with "AFA" stamped on it in red. CAP Squadron Commanders request these directly from AFA's Member Services Office, Department of CAP Affairs in accordance with their CAP Instruction. These commanders may also present the medal if no AFA Chapter representative is available. This medal should not be requested by AFA State or Chapter organizations.



Air Force Association
1501 Lee Highway • Arlington, VA 22209-1198
703-247-5800 • 1-800-727-3337