

# N Air Force Association Newsline

October 2008

## Important Dates

October

16-18 State and Region Presidents  
Arlington, VA



The Air Force Association mission is to:

- *Educate the public about the critical role of aerospace power in the defense of our nation*
- *Advocate aerospace power and a strong national defense*
- *Support the United States Air Force, the Air Force Family and Aerospace Education*

### Air Force Association

1501 Lee Highway  
Arlington, VA 22209-1198  
703-247-5800 / 800-727-3337  
FAX: 703-247-5853

### ELECTRONIC COMMUNICATIONS

AFA web site [www.afa.org](http://www.afa.org)

E-Mail addresses:  
[service@afa.org](mailto:service@afa.org)  
[fldsvcs@afa.org](mailto:fldsvcs@afa.org)

## Member-Get-A-Member Campaign

All AFA members are encouraged to participate in the member-get-a-member campaign between October 1 and December 31. Please forward the following information to your fellow AFA members!

**Time Period: October 1 – December 31, 2008**

### Prizes:

- 1<sup>st</sup> Prize – Laptop Computer
- 2<sup>nd</sup> Prize – \$1,000
- 3<sup>rd</sup> Prize – iPod

### Rules

**1. Recruiters must ensure the membership application (either on-line or paper) includes the recruiters name, phone number and member number if known.**

- a. There will be space for this information in the online application.
- b. If you are using the regular application, please add your phone number and/or member number to the back of the application along with your name.
- c. We will post an application on the web site which you can print and use.

**2. The member must be recruited between Oct 1 and Dec 31. Membership applications must be entered online/postmarked no later than December 31.**

**3. The application must include payment.**

**4. Enter code HGM in the lower right corner of the application if this code is not on the application you use.**

**5. Chapters will get new member rebates and recruitment credit for the new members recruited into the chapter by one of the chapter members – as long as the application has the chapter name or number along with the recruiter's information on it.**

**6. AFA National Officers and AFA staff may not compete in this challenge.**

**7. Recruiters will get one chance to win for every new member they recruit.**

- a. This means the more members you recruit the more chances you have to win.
- b. This also means that with just one person recruited you can win!

### 2008 Convention Report

The convention business sessions were attended by 234 delegates representing 44 State Delegations and the District of Columbia. In addition to electing National Officers and Directors (list follows), the delegates approved the 2009 Statement of Policy and the 2009 Top Issues. These policy papers are available on our web site. The delegates were also briefed on the AFA Strategic Plan for 2009-2013 which was approved

by the Board of Directors on September 13<sup>th</sup>. The plan contained an important change to the third element of AFA's "Educate, Advocate and Support" mission statement by adding the words "aerospace education." That portion of the mission now reads, "Support the Air Force, the Air Force Family and aerospace education." The delegates also considered and acted on four Field Resolutions after taking into account the recommendations of the Executive Committee and the Board of Directors.

The delegates did not concur with a resolution to return to the requirement for a chapter to send a quarterly newsletter to each member, voting instead to retain the more flexible policy instituted in 2007 allowing chapters to poll members once each year and then service only those desiring to receive the newsletter. They did, however, concur with the sense of another part of the resolution that there needed to be better training of chapter leaders.

The delegates also did not concur with a resolution to return to the chapter payment formula used prior to 2008 until such time as the group exemption for chapters as 501(c)(3) organizations is approved. In this they

also reiterated that membership recruitment was an important part of every chapter's mission.

The delegates also did not concur with a resolution to provide each surviving spouse a free copy of *AIR FORCE Magazine*, recognizing that this general topic was being worked by the leadership as part of the overall AFA membership strategy, still being formulated.

Finally, the delegates voted to reverse the 2006 decision to merge the positions of National Secretary and National Treasurer and approved making the necessary changes to the Constitution to reflect that decision.

#### **National Officers (elected to a one-year term)**

**Joseph E. Sutter**  
Knoxville, TN  
1st term Chairman of the Board

**James R. "Jim" Lauducci**  
Alexandria, VA  
1st term Vice Chairman of the Board  
Field Operations

**S. Sanford "Sandy" Schlitt**  
Sarasota, FL  
2nd term Vice Chairman of the Board  
Aerospace Education

**Judy K. Church**  
Lenexa, KS  
3rd term AFA Secretary

**Steven R. Lundgren**  
Fairbanks, AK  
4th term AFA Treasurer

#### **National Directors (elected to three year terms)**

At-Large – **Max Friedauer (FL)**  
At-Large – **Len Vernamonti (MS)**  
East Geographic Area – **Scott P. Van Cleef**

#### **Newly Elected Region Presidents**

Midwest – **Frank Gustine (IL)**  
Far West – **Wayne Kauffman (CA)**

Northeast – **Bob Nunamann (NJ)**  
Northwest – **Fred Rosenfelder (WA)**  
South Central – **Mark Dierlam (AL)**

#### **Continuing Region Presidents**

Central East – **Mason Botts (VA)**  
Florida – **Tim Brock (FL)**  
Great Lakes – **Ron Thompson (OH)**  
New England – **Ron Adams (MA)**  
North Central -- **Ron Mielke (SD)**  
Rocky Mountain – **Joan Sell (CO)**  
Southeast – **Don Michels (GA)**  
Southwest – **Jim Wheeler (AZ)**  
Texoma – **Terry Cox (OK)**

#### **Acknowledgements**

**Credentials Committee**  
**Joan Sell, Chairman**  
**Marguerite H. Cummock**  
**Deann Faiferlick**

**Inspectors of Election**  
**William R. Goerges, Chairman**  
**James F. Diehl**  
**Tomas W. Gwaltney**

**Parliamentarian**  
**Joan Blankenship**

#### **Chairman's Report**

*Following is a shortened version of the report to the National Convention by Robert E. "Bob" Largent, Chairman of the Board:*

It's been my distinct pleasure to serve as your elected National President and Chairman of the Board the past four years. Four years of transition and transformation internally...while facing significant challenges in meeting our mission of educating about...advocating for...and supporting the Air Force. You've heard me say before...but I believe it even more today: the Air Force needs the Air Force Association now -- more than ever -- in its 61-year history.

That means we have a significant responsibility as the Air Force Association...the entire organization...including individual AFA members.

## **N** Air Force Association **ewsl****ine**

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of the Board Joseph E. Sutter  
President Michael M. Dunn  
Editor Kathy Snodgrass  
Contributors Judy Church  
Judy Galbreath  
Bob Largent  
Jim Simpson  
Design Tonya Hall

We have, for the past four years, mainly focused internally on the Air Force Association...and not by happenstance...rather by necessity. Many of you can recall discussions within the Association that began in the late '90s...the fact that AFA was essentially the same type, kind, style of an organization as it was in 1946. This is both good and not so good.

The Air Force...the institution that our Association was formed to support...the venues...our constituents...everything else had changed. It became readily apparent that AFA had to re-look at its structure and operations internally if it was going to be relevant and continue its mission into the 21<sup>st</sup> Century.

While several changes had occurred inside AFA during the decade of the '90s...we needed a comprehensive look and we undertook a process called *afa21*. We looked at the tax structure, how we were organized legally...looked at governance...and looked at field operations. That process is ending its fifth year. My assessment...I'm convinced that our Association has made substantial, positive change.

Did we get it 100% right? No. Many of you will recall General John Jumper's comment to us some three years ago at a Board meeting that...we're 100% certain that we'll not get it 100% right the first time. He was absolutely correct.

But...I believe we're a lot further along and a lot better off than we were when we started the transformation. In my real world consulting practice, I've learned and personally seen organizations die...those that didn't change. Change is an inherent part of business operations today. Even though it's the most difficult thing to manage and lead...change is an absolute must.

In my estimation, we basically put our mission 'on hold' for about four to five-years while we focused internally and got our act together. Now we have to press on. It's vital that we now focus

on and aggressively undertake AFA's mission.

It's my very firm belief...having watched AFA closely the last year and a half...that we've begun to re-focus on AFA's mission of educate...advocate...and support...what we do well...and what we can improve.

You've heard me say this...just a couple of minutes ago...in today's world, our United States Air Force has never needed the Air Force Association as much as it does today. It's never faced the challenges in its 61 years that it faces today...never. And within the last two to three months...we've all come to understand the significance of those challenges. They won't just go away. Even with the Air Force's new leadership team in-place and relentlessly pursuing them... the challenges won't go away for a long, long time. And you need to understand, the Air Force's most senior leadership is personally committed to work with AFA as a 'collaborative, full partner.'

The Air Force needs AFA...it needs AFA as an entity...and it needs you as individuals. They need us to be on the front lines, telling the Air Force story, accomplishing our educate, advocate and support mission.

There are, however, natural tendencies to want to draw ourselves back and keep looking at what we're doing inside...it's easy because it involves 'us.' I believe the Association's governance... especially its Board...and through you, every member...must take a 'big picture look' and focus on our mission. If we chose to not take this external, mission-focused look, our value as an organization to the Air Force...and our eventual existence...will be substantially diminished.

The work you have ahead of you today...and in the days ahead...is geared to look outward and forward. Yes, we still have to deal with routine business... that's an everyday requirement. But I challenge you to

concentrate...think about everything that's said...every action you undertake... every vote you make... think about the impact they have on the future and AFA's mission.

You have a responsibility...we all do...as individuals...to collectively lead the Air Force Association into the future.

In closing...while I'm not enough of a novice to believe everything I've said and done the past four years is perfect...I can truthfully say...every action I took, every decision I made, every word I spoke... was done with the purest of intent for the organization I'm honored and humbled to lead...and the institution we support.

I must thank some very important people. Joe Sutter, Sandy Schlitt, Steve Lundgren, Judy Church, Boyd Anderson, Pat Condon, John Politi, Julie Curlin, Gerald Murray, Mike Bolton, Craig Allen most recently...and former senior leaders who've mentored me along the way...Jim McCoy, John Shaud, Jim Finch, Tom Kemp, George Douglas, Chuck Nelson, Tom McKee, Ollie Crawford, Marty Harris, Ross Perot Jr...and Bill Spruance...and those that we'll miss permanently...Russ Dougherty, Doyle Larson and John Gray. And the support from our Air Force has been tremendous. Generals Schwartz...Moseley...Jumper...Meyers...McNabb...Lichte...Corley...Hester...Hobbins...Keys...Loney...Carlson...Martin...McKinley...Bradley...Klotz and the A-Staff...CMSAF Rod McKinley and his team of Command Chiefs...and also Secretary Wynne and now Donley...and Bill Davidson...thanks to you and your staffs for your many courtesies over the years. While I take personal responsibility for any gaffs or failures made by the Air Force Association the past four years, it's absolutely clear that none of AFA's successes could have been done without the tremendous professional staff led today by Mike and Buck. To each of you...every staff member and AFA member...my sincerest thanks for giving

me this opportunity.

Becky and I've enjoyed...immensely...representing the Air Force Association these past four years... and we look forward to being involved in the years ahead. Ladies and gentlemen...thank you for your support. God speed...and God bless the Air Force Association...the United States Air Force...and the United States of America.

### **Region & State Presidents Meeting, October 17 - 18**

The 2008 Region and State Presidents meeting will be held October 17-18 in Arlington, Virginia. As in the past, there will be an informal reception on October 16 for all who arrive early. The business meetings begin at 8:00 a.m. on October 17 and 18. All region and state presidents (those serving another term, as well as the newly elected) are invited and will be reimbursed for attendance. Please contact Mary Nauheimer with the names of all new presidents as soon as possible. Please mark your calendars with these dates; details will be provided as plans are finalized. If you have any questions, please contact Jim Simpson (ext. 5856 or [jsimpson@afa.org](mailto:jsimpson@afa.org)) or Mary Nauheimer (ext. 4821 or [mnaheimer@afa.org](mailto:mnaheimer@afa.org)).

### **Update on LA Symposium and Ball**

The 2008 Global Warfare Symposium will be held in Los Angeles, CA, November 20-21, 2008, at the Beverly Hilton Hotel. This timely Symposium will coincide with the conclusion of Los Angeles Air Force Week.

AFA has changed the emphasis of this annual symposium from Space to Global Warfare to include the important role the Air Force plays in the world today and **has increased this annual single-day event into a two-day symposium.** We have invited multiple speakers to inform our audience on a range of topics such as UAVs and cyberspace. As always, our national symposiums attract the top echelon of

USAF senior management and commanders, the aerospace community and academia. Please see the September issue of *Newsline* for the speakers or go to [www.afa.org](http://www.afa.org) for the latest update.

If you plan to stay at the Beverly Hilton Hotel, please call the hotel directly to make reservations as soon as possible at 310-247-7777 or 800-HILTONS. Mention the AFA Symposium to receive the special Symposium rate of \$245 (single or double) plus taxes which are currently 14.05% plus 1.37% surcharge. You can also visit:

<http://www.hilton.com/en/hi/groups/personalized/LAXBHHH-AFAT-20081118/index.jhtml> to make your reservations online. The deadline to receive these rates is November 20 or until the group block sells out, whichever comes first.

### **Air Warfare Symposium February 26-27, 2009**

The Air Force Association will conduct its 25th Annual Warfare Symposium February 26-27, 2009, at the Rosen Shingle Creek in Orlando, Florida. Speakers will include top leaders of our U.S. Air Force. Please mark your calendars and watch for details in *Newsline* and on AFA's website.

### **2008-2009 Operating Year Began October 1**

#### **Things to Do Right Now**

There are things each chapter can do immediately to ensure they receive full payment and the bonus. Some should be done at your first Chapter Executive Council meeting if not earlier.

#### **Send in a current 2008-2009 copy of your Chapter Officer Roster**

Rosters are due by October 31 and must be on file with AFA HQ before any support or rebate payments will be made. Be sure you have at least the four elected officers listed (or three if you

have combined the Secretary and Treasurer positions) and that each person you list is a current AFA member. Do this even if there has been no change to the chapter's leaders.

### **Complete your chapter plans – Activity and Financial**

Download the Planning Template for 2009 from the AFA website. You will also find a copy of a slide presentation on the 2009 payment criteria which will help you understand the new format and payment rules. In addition you can consult Chapter Eleven in the Field Operations Guidebook (making sure you are looking at the 2008 revision of that chapter). If possible, at **that same meeting** complete an annual Chapter Activity (Operating) Plan and a Chapter Financial Plan which will include how you intend to meet the requirements of the FOG.

Your treasurer should be able to do the Financial Plan in advance from last year's records and at the very least the chapter president should be able to use last year's plan and calendar to rough out the Activity Plan for the coming year, including some approximate dates. There is not a fixed format for this plan.

Your completed plans must be approved by your **State and Region Presidents. Send your plans so that they arrive at AFA headquarters with endorsements prior to December 31, 2008.**

**Please note:** Both activity and financial plans are required to be on file with AFA National, endorsed by state and region presidents as appropriate, before any support or rebate payments will be made to chapters. Current Chapter Officer Rosters are also required but do NOT require endorsement.

For the purposes of filing a plan with National, both the words "activity" and "operating" mean a chapter plan written to support the themes, objectives and goals of the AFA Strategic plan. ***Don't be confused by the terminology.***

The 2009-2013 Strategic Plan was approved by the Board of Directors at the 2008 Convention. It is "strategic" in that it covers the entire association, and looks out several years into the future. The 2009 Planning Template has been derived from the AFA Strategic Plan and contains tactical details expressed as Goals which should guide how Field units plan their activities.

Each chapter then selects those goals which it plans to accomplish each quarter as a basis for their overall activity plan for the coming Plan Year.

The AFA Strategic Plan 2009-2013 is available on the AFA web site in the Library/Planning section of the Field Resources Area. However, the most important document there is the Planning Template for 2009 for Chapters. This is the **ONLY** format which is acceptable for 2009. State and Region Presidents will return any other form to be re-accomplished prior to sending it forward for endorsement.

The AFA Operating Year remains October 1 through September 30. Your Chapter Plans should cover the calendar year – January 2009 through December 2009 and specifically relate your Chapter activities to the goals in the Planning Template for 2009. Using the calendar year for planning purposes enables new chapter officers to have a plan to follow for the first quarter and concentrate on preparing plans for the coming year.

It is important to call National if you have any questions on what to do. Call as soon as the question arises. Please do not wait!

You can direct your calls to Mary Nauheimer (ext 4821) or Jim Simpson (ext 5856) in Membership Operations.

### **Gift Memberships Available**

With the holidays approaching, this is an excellent time to consider giving an AFA membership to a family member or friend. You may want to

encourage members of your chapter to give the gift of AFA membership to those they know who would enjoy *Air Force Magazine*.

You may download a gift application from the AFA web site by clicking on Field resources/Library/Gift application.  
[http://www.afa.org/members/gift\\_app.pdf](http://www.afa.org/members/gift_app.pdf)  
Or, if you would like, call Laine Martens at extension 4891 and she will send you a supply of the printed ones.

Gift Membership applications are also in several issues of *Air Force Magazine* -- May, September and November. There are two applications stapled into the magazine. The front one is a regular application. The other is for a gift.

If you use one of the gift applications, we will send a note to the recipient to let him or her know the gift is from you. Also, you can tell us if you would like to continue to renew the gift in the future or whether we should bill the recipient for renewal.

Of course you can also call AFA's Member Services office and complete the transaction over the telephone or visit the web site and complete the online membership application, which includes the option of giving membership as a gift.

This is a good topic for a newsletter article. Urge your chapter members to strengthen the Association while sharing the spirit of giving during the holidays.

### **Dental Insurance Open Enrollment October 1-31**

AFA's Veteran Benefits Association has contracted with MetLife to provide AFA members with an excellent dental insurance plan. The details are available on AFA's website [www.afavba.org/dental](http://www.afavba.org/dental). **The open enrollment period is available only from October 1 through October 31.**

#### *AFAVBA's MetLife Dental Insurance*

- Enrollment Period 10/1/2008 to 10/31/08
- Choose Basic or High Coverage
- Flexible Dental Insurance benefits
- Access to coverage for preventative, basic & complex procedures
- Less paperwork
- Real-time claims processing\*\*
- 24-hour customer service\*\*
- As of October 1, 2008, through October 31, 2008, call the AFAVBA MetLife Dental Insurance customer service area at 866-838-0874 for further details. A MetLife representative will gladly answer your questions about AFAVBA's new dental insurance. Information will be available on-line as of October 1, 2008, at [www.afavba.org/dental](http://www.afavba.org/dental)

*\* The MetLife Dental Plan is subject to state approval and is currently unavailable in Texas, Washington, New Mexico, Utah, Oregon, Maine, Idaho, Wyoming & Puerto Rico.*

*\*\*Transactions are in real-time except when systems are undergoing scheduled or unscheduled maintenance or interruption.*

### **Election Year Cautions**

One of the easiest ways for a chapter or individual AFA member to harm AFA as a whole is to violate the prohibition on intervening in a political campaign. There can be **NO** suggestion that AFA, as a tax-exempt organization, endorses **ANY** political candidate for **ANY** elective office (and this prohibition is exactly the same whether the organization is a (c)(3) or (c)(19).)

That does not mean that AFA members are prohibited from exercising their rights as citizens to participate in political activity, but rather that the organization cannot be portrayed as favoring one candidate over another. The IRS publishes more than sufficient guidance to make the defense: "I didn't know" not even remotely credible. It is worth your time going to the website:

<http://www.irs.gov/charities/charitable/article/0,,id=184731,00.html>. The first link on that page (<http://www.stayexempt.org/minicourses/campaigns/player.html>) is a 16-min discussion with slides and voice that outlines all you'd ever need to know about permissible and non-permissible activities. Slide 17 in that presentation discussing permissible personal activities is among the most valuable.

## IRS Exemption Update

There is nothing further to advise on the group exemption, although we have seen movement in the IRS process. We expect more positive words in the near term, but as a reminder, all chapters remain 501 (c)(19) entities at present and contributions to chapters are not tax deductible.

If there are still States/Chapters experiencing difficulties in filing the IRS Form 990N, we recommend: "Don't continue to try to file a 990-N at all now!"

That may seem cavalier, but our rationale is:

1) There is no penalty for not filing at all until May 2010, and the IRS recognizes they have a huge problem with the form. If the chapter's EIN is not immediately recognized in the data base, it will be a long hassle (we have examples of situations still not resolved after six months), and ultimately it should soon not be necessary; because...

2) Our long-awaited (c)(3) group exemption should be granted soon, and the group exemption filing will remove any 990-N requirement for the chapters covered under the group. We may be a little overly optimistic about the group exemption approval, but we have plenty of time to revise this guidance once the existing database difficulties are worked out and before May 2010!

## Joseph A. Zaranka 1923 – 2008

It is with deep regret that we report the loss of Joe Zaranka, Board Member Emeritus. Joe was an active member for over thirty years including service as a Chapter President, State President, Region President and 13 years on the Board of Directors.

Joe died Sunday, September 21, at the age of 83. He was a veteran of both World War II and the Korean War. He served as a Corporal with the United States Marine Corps and participated in action in the Gilbert Islands, Marshall and Pelelieu Islands and Okinawa. He received an honorable discharge from the Marines in December of 1945 and later reenlisted with the United States Air Force.

Joe earned his B.S. degree from the Teachers College of Connecticut Class of 1952 and his law degree from Western New England College in Springfield, MA, Class of 1962. He was employed for many years for the A. E. Oberhaus Company Inc., of Hartford and Continental Insurance Company.

Joe was preceded in death by his wife, Shirley Anne in 1974. He is survived by two sisters, three nephews, and two nieces. Contributions in his memory may be directed to the charity of one's choice.

## Actions of the AFA, AFAVBA, and AFMF Board of Directors September 13, 2008

- Approved the Minutes of the February 23, 2008 Meeting
- Received a report from National Treasurer Steve Lundgren
- Approved a change to the investment policy to strike the requirement to maintain B-minus or higher funds
- Received a report from President/CEO Mike Dunn
- Reviewed the proposed 2009 Statement of Policy; approved revised version to be presented to delegates
- Received a report from the Strategic Planning Committee

- Approved a change to the mission statement to include "aerospace education"  
*Mission Statement now reads: Educate the Public about the critical role of aerospace power in the defense of our nation. Advocate aerospace power and a strong national defense. Support the United States Air Force and the Air Force Family, and aerospace education*
- Reviewed four AFA "focus areas" as presented by Chairman Largent;  
*1. Increase AFA efforts in educating the public and the nation's policymakers of the criticality and uniqueness of aerospace power as a crucial enabler and asymmetric strength to US national defense.*  
*2. Become a more effective and active advocate for the 21<sup>st</sup> Century Air Force, its capabilities and its members, by telling the Air Force Story better, both nationally and at the grassroots, especially where the Air Force cannot.*  
*3. Reverse the Association's declining Membership.*  
*4. Grow the Association's financial resources to more fully support the AFA Mission.*  
\* Motion to amend 3<sup>rd</sup> focus area to read "Increase the Association's Membership" failed.  
\*\*Approved the Strategic Plan for 2009-2013
- Accepted an interim report from the Transition Review Team (TRT)
  - TRT recommends AFA NOT reverse delegate decision to combine Secretary and Treasurer positions
  - TRT Chairman John Politi reported the Executive Committee concurred with the TRT recommendation.
- Took the following actions on Field Resolutions
  - Resolution on AFA Chapter Communication; the Executive

- Committee non-concurred (but concur with intent). The Board approved the recommendation to non-concur.
  - Resolution on Chapter Support Payments; the Executive Committee non-concurred. The Board approved the recommendation to non-concur.
  - Resolution on Air Force Magazine Subscriptions to spouses of deceased members; the Executive Committee non-concurred (will be considered in membership strategy). The Board approved the recommendation to non-concur.
  - Resolution on changing the Constitution to maintain both the Secretary and Treasurer as separate positions; the Executive Committee non-concurred. The Board approved a motion to not accept the Executive Committee recommendation and to support the Resolution.
- Received a report from Executive Vice President Buckwalter on the group exemption from IRS; no change, but action is on-going.
  - For AFA chapters, unless they had their own c (3 )IRS status, all chapters should continue to operate as c (19)
- Received a report from the Development Committee; recommendation to consider increasing size of the Development Committee
- Received a report on status of leasing space in the AFA building
- Received a report on activities at the Air Force Memorial
- Received a report from the Audit Committee; approved a motion to contract with Larsen Allen for 2008 audit
- Approved the Actions of the Executive Committee (all actions were addressed separately during the Board meeting except the following two):
  - Approved emeritus status for Pat Condon and Bob Stein
  - Approved the expenditure for an additional \$175,000 to complete iMIS
- Received a report from the Aerospace Education Council
  - Approved concept/process for a National High School Cyber Defense Competition to be held in Orlando in Feb 2009
- Received a report from the Field Council
  - Recommendation for Board to develop a “charter” for the council
- Received a report/recommendations from the Constitution Committee
  - Approved changes to the OPM relating to the Strategic Oversight Council and the AFMAC
  - Approved a constitution for the Air Force Memorial Foundation
- Received an update from AFA President/CEO Mike Dunn on:
  - The Mitchell Institute; will have a “roll-out” on Tuesday evening
  - Strategic Communications
  - Membership Strategy
- Reviewed a proposed case statement and business plan

### **Store Orders Must Be Prepaid**

Effective October 1, 2008, all product orders from the AFA Store (The Hangar) must be prepaid. When you call to place your order, please be prepared to provide a major credit card number (MasterCard, Visa, or American Express). If paying by check, mail your order with your payment to: AFA Hangar, 1501 Lee Hwy., Arlington, VA 22209.

